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# Team Dynamics in Cross-Cultural Collaboration: A Multiple Case Study on Norwegian companies' Interaction with Asian Shipyards

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This research aims to identify barriers to effective teamwork in cross-cultural teams of engineers and how they best can be handled.

In 2013, Norway alone sent more than 5000 engineers to South-Korean shipyards (mainly in Geoje) to supervise building of ships and off-shore installations. The cost and safety consequences of delays or errors in these projects are tremendous. Most causes for delays or errors can be tracked back to leadership or communication issues in work-teams. This study examines both intergroup and intra-group dynamics, leadership and quality of communication within and between cross-cultural groups. In addition attitudes and attributions between contractor and contractee are investigated. Intra- and inter-team dynamics are measured by the SPGR-framework. Measures on team-dynamics are supplied by document and archival data, as well as in-depth interviews, questionnaires and on site observation.



## Preface

This master thesis with its underlying research was conducted during the spring of 2015 at the Norwegian University of Science and Technology (NTNU), Department of Industrial Economics and Technology Management, within the field of Strategy and International Business Development. It represents a part of a larger research project called *Operational Leadership* for the PhD. program Innovation Management and Innovation Strategy at NTNU.

We have studied team dynamics in cross-cultural teams. Our partner and main case company has been DNV GL. They helped us collecting data by allowing us to conduct interviews and get survey data from several offices in South Korea and China. In addition, we have used previously collected data from India from the aforementioned research project, where Aker Solutions was the case company. Statoil, Teekay Petrojarl, Eni, and Samsung Heavy Industries have also contributed by providing expert interviews.

This thesis consists of two articles, which will be attempted to be published in *Human Relations* and *The Korean Journal of Social and Personality Psychology*. Due to this, the style and content of each article has been modified to suit the format and theme of the target journal. One of our mentors, PhD candidate Kenneth Stålsett, will continue this process after the submission of this thesis. We had the opportunity to present preliminary results of our work at the conference of *Områdesgruppen för grupp- och socialpsykologi: The Individual, the Group, and Everything in between*, May 18th-19th 2015 at *Mälardalen University*, Sweden. Here we received valuable feedback from active scholars within relevant fields.

We would like to thank all the individuals in the case companies who have spent time on providing us valuable data, and especially to DNV GL who organized tours for us at the yard in addition to a large number of interviews and returned surveys.

A sincere thank you goes to our mentors, Associate Professor, Endre Sjøvold and PhD candidate, Kenneth Stålsett. They have given us help and feedback beyond expectations.



## Abstract

This thesis looks at team dynamics in cross-cultural teams. It consists of two articles which explore different aspects. The two articles have different scopes, where the first only look at a Korean context, while the second also includes China and India. Theories on national culture, social constructionism, and intergroup relations, together with theories on team dynamics have been applied to the empirical data in an attempt to achieve better understanding of cross-cultural teams. The empirical data in both articles are both qualitative and quantitative, and in total the data includes China, India, and South Korea, with individuals from several more nationalities. We found that team members from different nationalities behaved fairly similar within the same location. However, large differences were found in their perceptions of each other. Furthermore, expatriates seem to view and treat other expatriates more positively. Similar favoring was not found in locals' perceptions. This study contributes to literature both by adding support to existing studies and providing new insights valid for this specific context. Additionally, the findings have managerial implications relevant for cross-cultural collaboration.

## Sammendrag

Denne masteroppgaven tar for seg teamdynamikk i krysskulturelle team. Den består av to artikler som utforsker ulike aspekter ved dette. Begge artiklene har forskjellig omfang, hvor den ene tar for seg en koreansk kontekst, mens den andre inkluderer Kina og India. Et teorigrunnlag som inkluderer nasjonal kultur, sosialkonstruksjonisme, og mellomgrupperelasjoner (intergroup relations), sammen med teorier om teamdynamikk, har blitt brukt for å tolke empirisk data for å oppnå en bedre forståelse av krysskulturelle team. Den empiriske dataen i begge artiklene er både kvalitativ og kvantitativ, og består totalt av data fra Kina, India og Sør-Korea, med individer fra flere andre nasjonaliteter. Vi finner at teammedlemmer med forskjellig nasjonal bakgrunn oppførte seg relativt likt innenfor den samme lokasjonen. Imidlertid så vi store forskjeller i hvordan de oppfattet hverandre. Fremmedarbeidere (expatriates) vurderer og behandler andre fremmedarbeidere bedre enn de behandler lokale. Lignende favorisering ble ikke funnet blant de lokale. Denne studien bidrar til eksisterende forskning ved å styrke funn fra tidligere studier, og gir en dypere forståelse for den spesifikke konteksten. I tillegg har funnene praktiske implikasjoner som er relevant for ledere av krysskulturelle team.



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# 1 Introduction

As increased trade and technological progress have made the world smaller, collaborating with different cultures is not something new anymore. Another trend over the past decades has been the shift to organize work, and even organizational structures, into smaller work groups – the team (Edmondson, 2012). Not surprisingly, there has been much research on both culture and teams (McGrath et al., 2000); however, literature on cross-cultural teams seems to be asymmetrically thin. In this thesis, we got the opportunity to contribute to this complicated field. For the theoretical part, we need to know the fundamentals and be updated on literature concerning culture, teams, and intergroup relations. These high-level fields were chosen after conducting a literature review during fall 2014. In that study, we investigated which theories would be most important when trying to explain what influences effective collaboration for cross-cultural teams. Furthermore, we designed a conceptual model and chose the theoretical foundation for this thesis.

In the literature review, conducted as our pre-master thesis, we found little research focusing on team dynamics in cross-cultural teams. However, Sjøvold and Park (2007) have studied how culture affects team dynamics in mono-cultural teams within South Korea, Norway, Japan and USA. They gave several suggestions for further research, including investigating a specific business situation. One reason for doing this is that their longitudinal study included data across a wide selection of industries. The average context for each country might not be so similar, e.g. one country might have more innovative industries, thus demanding different team dynamics than a country with less complex contexts. We wanted to follow this suggestion, and chose to focus on cross-cultural teams. In addition, we followed their suggestion to include other cultures.

The oil industry employs a high number of Norwegian expatriates, making this industry particularly relevant from our point of view. Every year, thousands of foreign expatriates work at Korean yards, building oil installations and vessels. Statoil alone say they will increase their number of expatriates in Korea from 180 to 300 during 2015 (Løvås, 2014). These workers have to collaborate closely with their Korean counterparts to deliver projects on time. A Norwegian example that illustrates potential risk with complex projects is Eni's newly finished construction of Goliat. Goliat was built at Hyundai's shipyard in Ulsan, South Korea. The Goliat project represents the largest cost overrun in a Norwegian O&G project. It exceeded the estimated costs of 30.5 billion NOK by 15.4 billion NOK, almost 50%, in addition to being delayed by approximately 18 months (Eni Norway, 2015; Offshore Energy Today, 2014). In other projects, project owners have stated that the quality of work is not adequate to meet their requirements. If some of these problems may be attributed to team dynamics, a better understanding of these issues might enable a smoother project execution, thus reducing the risk of major delays and excess costs. China is another major shipbuilding nation. While they have built simple cargo vessels for quite some time, capabilities to build vessels that are more advanced are still developing. India has become a hub for added engineering capacity and the studied subsidiary is involved with the design of new vessels and installations. From the theoretical and practical perspective, this thesis has the overarching focus: *“how do changing contexts and multiple cultures among team members affect team dynamics?”*

This thesis consists of two articles with different scope. The first article is a single-case study on a Norwegian Multinational company's (MNC), operation in South Korea. Most interviewees were from the focal company, while some interviewees from collaborating companies provided an outside perspective. The primary focus of this article is to get a better understanding of how much national culture affects team dynamics in cross-cultural teams. The second article expands the dataset by

incorporating previous data on India, collected by collaborating researchers, in addition to own data from China. This allowed us to look for similarities and differences across several nations. Since we were dealing with many nationalities in this article, the focus was more on understanding how expatriates as group identification influences the team dynamics. Common for both articles, is the theoretical framework and methodology, where interviews and observations are combined with quantitative data.

Both articles yielded interesting findings that have relevance for both scholars and managers who are concerned with cross-cultural collaboration. The first article highlights the importance of the teams' context. We argue that the context has greater impact on observed team dynamics than national culture of the team members. The studied teams were able to adapt to their context due to its relative stability, as shown in similar behavior between Koreans and Norwegians. However, their perceptions were quite different which arguably can be a threat for teams that may experience sudden changes in their context. For the second article, differences in team behavior among the locations were explained by both contextual and cultural factors supported in the qualitative data. Since this is a case study, we are not making general conclusions about the national cultures, however, we see clear indications that labeling China, India, and South Korea as "Asian" would be indeed deceptive. A common tendency was that expatriates had significantly different perceptions of other expatriates as compared to locals, while locals showed no such distinction in the way they perceived others. For simple tasks and context, this should not represent any risks, but misaligned perceptions in teams can be of hindrance for teams having to take on complex tasks with unforeseen problems.

## 2 Theory

Team theory is quite fragmented, and researchers emphasize very different aspects, whether it is the personality of the individuals (Neuman et al., 1999), normative descriptions of an ideal team (Katzenbach and Smith, 1993) or a sequential procession of team modes (Bushe and Coetzer, 2007). Based on a positivistic epistemology, much of earlier research favored controlled laboratory experiments to ensure precision of the data collection methods (McGrath et al., 2000). Furthermore, in a search for finding the right input factors to create successful teams, the team processes themselves have been treated as quite static in many branches of research (Kozlowski, In press). Inspired by the ideas presented in Van de Ven (2007) and Van de Ven and Johnson (2006) about *Engaged Scholarship*, our research is rooted in a pragmatic evolutionary view of science, and consequently we seek to use theory and research methods that takes into account the complexity of real life problems. This entails choosing a theoretical framework that takes into account the dynamic nature of real-life teams. Furthermore, realizing the limitation of using a single theoretical model to understand complex realities we will use multiple theoretical perspectives to interpret our findings. In this brief recap of some selected team theories we argue that the Spin theory (Sjøvold, 2002; Sjøvold, 2006; Sjøvold, 2014) constitute a powerful theoretical framework for capturing the dynamic nature of teamwork. No single theory can perfectly capture all the complex dynamics of a real group (Kozlowski, In press). However, the Spin theory of groups addresses many of the shortcomings of the theories we have looked at. Furthermore, we justify the selection of culture theories and intergroup relations theory as our other theoretical perspectives when we study cross-cultural teams.

### 2.1 Team theory

First, the underlying theory for our chosen framework for measuring team dynamics will be elaborated upon, before presenting additional theories that have been evaluated.

#### 2.1.1 The Spin theory

The Spin theory builds on a long history of group research and unifies previous ideas. Some central theories used as inspiration in the Spin theory for groups (Sjøvold, 2006) are outlined in Table 2-1. Some of these theories are still applied today. Others had an early influence in the field, but have been replaced by improved theories in current research.

**TABLE 2-1 - CENTRAL EARLY WORKS ON GROUP THEORY**

<b>Author</b>	<b>Central idea</b>
<b>Tuckman (1965)</b>	Groups go through four phases on their path to high performance.
<b>McGrath (1991)</b>	Which phases groups go through depends on the situation they are in, four potential phases are suggested.
<b>Bales et al. (1953)</b>	Groups need to be in balance between different modes of operation. Four different modes are used.
<b>Schutz (1958)</b>	Individuals have different needs, and the team needs to balance functions according to their preference.
<b>Bion (1961)</b>	An ideal work group balances three basic socio-emotional assumptions of human nature; fight and flight, dependence, and pairing. Heavy unbalance between these assumptions can lock a group into an unproductive state.
<b>Parsons et al. (1951)</b>	Groups may be locked in a certain phase preventing it from further development. Group behavior must be understood within the context it is operating; he proposed a dynamic perspective. Groups use four different group functions: Adaptive, Goal achievement, Integrative and Latency.
<b>Mills (1984)</b>	Different group functions are present in groups as it develops and the group members learn to employ different behaviors.

Although the above theories are based on quite different basic ideas and make different assumptions about the inner dynamics in groups, they still have similarities. The Spin theory is most closely based on the ideas from Parsons et al. (1951) in that it places large emphasis on the influence of a group's context in order to understand the dynamics that arise. Furthermore, the understanding of what constitutes group dynamics is similar. Both use four basic functions; the group dynamics is the way the group members use these functions when working together. In Table 2-2, we describe these four group functions and refer to parallels which may be found in earlier models.

TABLE 2-2 - GROUP FUNCTIONS IN THE SPIN THEORY (Sjøvold, 2006)

Function	Description
<b>Nurture</b>	The nurture function is used for establishing and maintaining social relationships. Parallels can be drawn to the <i>orientation phase</i> in Tuckman (1965), the <i>inception mode</i> in McGrath's (1991) model, <i>pairing</i> in Bion (1961), <i>integrative phase</i> of Parsons and Shils (1951), and the <i>instant gratification phase</i> of Mills (1984). Groups where nurture functions dominate will focus on the well-being of its members. However, progress and achievement is not valued, creating the risk that the group may stall and avoid making decisions.
<b>Dependence</b>	This function is active in groups which are in the process of adapting to new ground rules for their collaboration. Persons using these functions may be expected to work diligently and analytically on the task at hand. However, it would be without significant individual initiative. The function can be compared to Tuckman's (1965) <i>norming</i> , McGrath's (1991) <i>problem solving</i> , Bales' <i>supporting</i> , Schultz's <i>dependence</i> , Parson's <i>adaption</i> and Mills' <i>preservation</i> . A group dominated by this function will value discipline and loyalty. If there is a lack of leadership in these groups, the result could be passivity.
<b>Opposition</b>	A group dominated by opposition spends its energy on solving disagreements between group members. Disagreements arise because the status quo is continually challenged. The function is similar to <i>storming</i> in Tuckman (1965), <i>conflict solving</i> in McGrath (1991) and <i>fight/flight</i> in Bion (1961), <i>latency phase</i> in Parsons et al. (1951) and <i>self-determination</i> in Mills (1984). Groups dominated by this function are characterized by mutual mistrust and low willingness to work towards common goals.
<b>Control</b>	Stringent followers of rules and procedures; a common understanding of goals is assumed by the members, and not challenged. The function has its parallels in the <i>work phase</i> of Tuckman (1965), <i>performing</i> in McGrath (1991), <i>goal phase</i> in Parsons et al. (1951) and <i>goal attainment</i> in Mills (1984). Groups dominated by this function are rigid and alternative views are not welcomed. This function is dominant in groups which have a set of accepted ground rules for their work, and focus on action and production. Persons using predominantly this function may be perceived as overly concerned with rules and the "correct" way of doing things.

Central concepts regarding how these functions are used in teams are *balance* and *level of purpose* (LOP). These concepts are explained in detail in the articles. Furthermore, the Spin theory is operationalization by SPGR (Systemize Person Group Relation), and is used to collect data for our thesis. Details can be found in the methodology sections of the articles.

### 2.1.2 Personality tests in team theory

Despite being criticized by academia, personality tests, such as the Myers-Briggs Type Indicator (MBTI), is widely used in the business world (Lloyd, 2012). There are some researchers that use these personality tests in their academic work, and some, such as Gorla and Lam (2004) even go so far as to recommend the staffing process of assigning individuals to teams to be based on MBTI tests. Varvel et al. (2004) found that MBTI scores did not provide any significant correlation with performance. Despite weak empirical support, the easy application and intuitive appeal of the theories have made them popular (Lloyd, 2012). A more recognized personality test in academia is the Big Five personality factors. For instance, Neuman et al. (1999) found three of the five aspects to be conducive to teamwork. However, with regards to developing teams, actively using personality tests might also have a detrimental effect as heightening awareness of own behavior, and framing it as

part of one's own personality can cause this behavior to become more static (Sjøvold, 2006). Using personality tests as a team development tool should therefore be done with caution.

### 2.1.3 Group versus team

Another popular concept in management literature is the distinction between groups and teams. Some researchers attach different meaning to group versus team, defining the former as low performing and the latter as high performing (Katzenbach and Smith, 1993; Levin and Rolfsen, 2004). These theories look for normative traits that can create a high-performing team. The Spin theory rejects the notion that the performance of a team can be predicted without taking into account the context; a football team and an executive group needs very different team dynamics.

### 2.1.4 Group development and levels of focus

Some researchers have continued to develop older theories on teams, such as the sequential development of teams between different stages, as first proposed by Tuckman (1965). In its original form, this theory has largely been abandoned in modern research, but not by all (Bonebright, 2010). Bushe and Coetzer's (2007) criticize much of the research within the team development field, claiming it has been discredited because subsequent researchers have misunderstood the original theories. They state that the findings from early team development research such as (Slater, 1966) never claimed to describe the development of teams in general, but rather what characterizes those teams that actually develop into more mature stages. In Spin theory, the context is seen as the most important factor for determining how a team develops.

### 2.1.5 Team goals

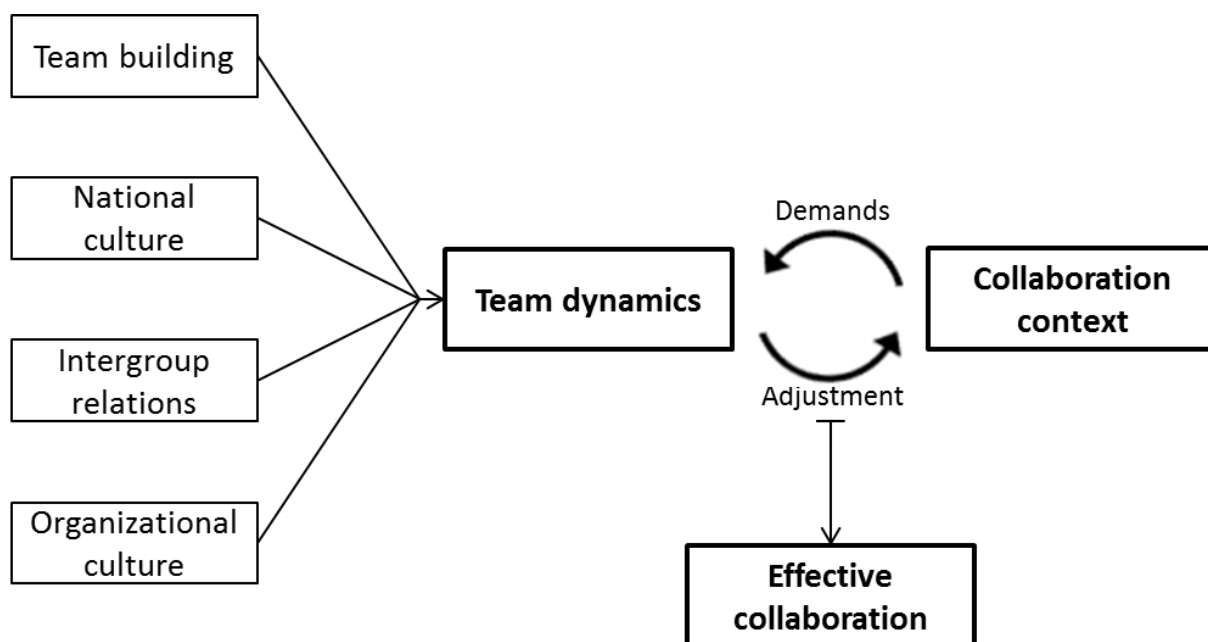
Much research on teams has focused on goals of team members; whether they share the same goals or not. To measure this, researchers would survey individual team members and aggregate the results to draw conclusions about the team. Wekselberg et al. (1997) criticize this approach. Their research shows that averaging results from individual members fails to measure the team, and gives wrong conclusions. Furthermore, they point out that several researchers fail to distinguish between team-level goals and individual goals. Using SPGR allows for a very clear separation between group-level and individual-level findings. The level of observation is on the social transactions within a team. The analysis provides metrics describing the team, while at the same time clearly identifying individuals who deviate from the others in the team, and identifies polarizations among the members.

## 2.2 Supplementary theory

No single theoretical model can on its own accurately model how the world works, yet good models can still provide some insight into specific aspects of the world around us (Giere, 1999). If research findings can be successfully interpreted through more than a single model or framework, then the research is more suited for developing objective scientific knowledge (Van de Ven and Johnson, 2006). We have therefore relied on several theoretical frameworks in our research.

In the fall of 2014, we conducted an extensive literature review of a broad selection of theoretical fields that provide some insight into teamwork. In the review, we determined which theoretical approaches would be most relevant for further research based on three criteria: theoretical explanatory power for small groups, relevance to the practical context, and potential for us to extend existing theory. Based on this assessment, we set up a research model, as shown in Figure 2-1.





**FIGURE 2-1 – INITIAL THEORETICAL MODEL**

The central part of the research model depicts the central elements of the Spin theory; effective collaboration is dependent on teams adapting their team dynamics so that they are well suited to the tasks and demands of the context in which they operate. In addition to this, we identified four other theoretical frameworks that impact team dynamics: team building, national culture, intergroup relations and organizational culture.

While this model was the starting point for our research, some adjustments were made in the course of the work with the master thesis. During the data collection phase, we found that formalized team building had not been much used within the case companies. On the grounds of reduced relevance for the practical context, it was therefore excluded from our research. Furthermore, due to the similarities between different culture studies, we decided to combine national and organizational culture, with a stronger emphasis on national culture.

### 3 Methodology

Our research question seeks to address a practical problem in a complex context. One of the main objectives in *Engaged Scholarship* is to bridge the gap between academia and practitioners (Van de Ven and Johnson, 2006). The results should both have actionable practical implications, as well as increasing the pace of scientific discovery. Van de Ven & Johnson (2006) give some practical advice for how research should be conducted to achieve this. Firstly, research should be a collaborative endeavor, drawing on both practical and theoretical knowledge, and a varied set of data gathering methods should be used. Secondly, researchers from different backgrounds should be involved in the process so that findings may be interpreted from different perspectives. Lastly, the results of the research should be made easily accessible to both practitioners and academia. We have tried to consider all these elements in the design of our research.

In order to draw on the practical knowledge of experienced practitioners, we travelled to Korea and China to engage directly with experts in the field. In order to get an impression of the work reality of actual companies, it is important to make practitioners comfortable with us as researchers (Van de

Ven & Johnson, 2006). In order to achieve this, we were aware of our outward projection, and for instance wore the same coveralls as the surveyors when we were given the opportunity to do onsite observations. In total, we visited two offices of the focal company, DNV GL, one office from a collaborating company, Statoil, and two major shipyards in Korea. The first shipyard we visited was Daewoo Shipbuilding & Marine Engineering Co., Ltd (DSME) and the other was Samsung Heavy Industries (SHI). Both shipyards are located on Geoje Island, South Korea. In addition, we visited two offices of DNV GL in China.

The complexity of real-life problems entails that they should be solved as a collaborative endeavor. This means that research should involve both students, faculty and practitioners (Van de Ven & Johnson, 2006). In order to get input from experienced researchers, we attended the conference *The Individual, the Group, and Everything in between*, organized by *Områdesgruppen för grupp- och socialpsykologi* 18-19th of May 2015 at Mälardalen University, Sweden. We held two presentations during the conference; each presentation contained the findings and discussion from one of the articles. Subsequently, there was an open conversation with the audience where we received questions and feedback from the more experienced researchers. As novice researchers, such attendance help us to uncover whether our findings are too colored by our own thinking or whether it still holds external relevance (Baxter and Jack, 2008). The feedback we got had particular impact on our statistical analysis. By taking the advice from more experienced researchers, we were able to set up a framework for analysis, which gave results that we could more confidently interpret and utilize in our discussion.

To ensure that our findings are accessible to both practitioners and academia our results will come in two forms. To make our findings accessible to practitioners, we will provide the case companies which have helped us with providing data, with an executive summary of our findings, highlighting those that have the most actionable recommendations (appendix 3). To make our findings accessible to academia we will submit modified forms of our articles to scientific journals for peer review and possible publication. Prior to publication, we will apply stricter inclusion criteria for the data, to ensure that the validity and reliability of our findings are up to stringent scientific standards. However, for the purpose of the master thesis, we have been advised by our mentors to include the totality of our data material, in order to show the full extent of our data gathering and analysis work. Where relevant, we point out asymmetries in our data material that are a consequence of this decision.

### 3.1 Data collection

All the data from Korea and China have been collected by ourselves. In addition, we have been given access to data from Aker Solutions' subsidiary in India which had been collected as part of the overarching research projects, that our thesis is a part of. This data was originally collected as a part of Nilssen and Ystgaard (2014).

Several data-gathering methods and analytical methods have been used, both qualitative and quantitative. Interviews and on-site observations have been done both within the case companies, and in collaborating companies in the same context. Qualitative data has been collected to measure team dynamics. More details of these data and the analysis is outlined below.

#### 3.1.1 Interviewing

Interviewing is a data-collection method used for collecting in-depth data on which the interviewee is knowledgeable (Yin, 2014). This is a qualitative research method and thus it allows the collection of nominal data, which may not be described adequately using numerical representations (Berg, 2001).

There are several ways to conduct interviews, and they can be classified among different dimensions such as formal to informal or structured to unstructured. Considering the criteria suggested by Chadwick et al. (1984) for choosing a structured interview, we opted for a semi-structured form, due to our inexperience and initial lack of understanding of the context. To design the interview guide, we have followed the principles of McCracken (1988), creating the guide based on a thorough literature review, performed in the spring 2014, combined with a self-examination of our knowledge and experience on the topic. During the interviews, we let the interviewees talk as freely as possible, but guided the conversation to focus on the topics of interest, using planned prompts. This allowed us to digress from the topic when we encountered interesting themes, not anticipated in advance.

### 3.1.2 SPGR

The survey used is part of SPGR, the operationalization of the Spin theory for groups (Sjøvold, 2006). SPGR survey data can only capture a snapshot of how the group rates itself, rather than showing the development of the group over time (Sjøvold, 2002; Sjøvold, in press). However, using a survey made it easy to scale the data gathering, and distribute it to a large sample of respondents. The data was gathered electronically and questions were given in Norwegian or English, with a supporting Korean or Chinese explanation text where applicable. A more detailed description of the survey itself can be found in the articles and appendices.

## 3.2 Analysis

We employed various analysis techniques in order to reduce, visualize and draw conclusions from our data. Data reduction and data display was continuous processes, which allowed us to organize our data for analysis and gave us an overview over our findings so far. Below is a more detailed description of these workflows.

### 3.2.1 Analysis of interviews

In order to make data accessible for analysis, it must be reduced and transformed. For qualitative data, which generates voluminous amounts of data, this process can include computer-based textual analysis, writing summaries, classification of findings, development of themes and search for theoretical explanations (Berg, 2001). As recommended by McCracken (1988), we have recorded and transcribed each of the interviews, and analyzed them in accordance to his proposed five-stage analysis process:

1. Developing observations by reading through the transcripts without looking for relationships.
2. Developing the observations through own meaning, in relation to findings in the transcript, and lastly in accordance with the literature review.
3. Examining the interconnection between second-stage observations and theory.
4. Comparing all observations.
5. Putting together themes and patterns, and subjects them for the final analysis.

To aid us in the analysis of interview data we used a collaborative cloud-based software for analyzing qualitative data, called "Dedoose". This program was used for coding the transcripts and developing themes.

### 3.2.2 Analysis of SPGR data

The SPGR data was analyzed using algorithmic analyses, as described in Sjøvold (2002). The first analysis we performed was to use SPGR software to develop data visualization. Good data visualization should make it easy to identify patterns and to discover what additional analysis or action should be taken (Berg, 2001). This process may include creating diagrams, figures and tables,

which makes it easy to understand the collected data in a condensed format (Yin, 2014). The SPGR analysis framework includes several predefined graphs that readily portray the composition of a group along the SPGR dimensions.

As outlined in the articles, we have used these displays to evaluate LOP for the teams. To look at findings beyond specific teams, we also did analyses on the raw data from the surveys, comparing all ratings made across the different teams. We did this by splitting the dataset based on the different contingents (i.e. nationalities or expatriate/local) that had answered the survey. More details on these analyses can be found in the articles.

### 3.2.3 Concluding

As the research was being conducted, we formed many preliminary conclusions and findings, based on collected data as well as on existing literature. However, as final conclusions should not be drawn until all the collected data has been well reduced and displayed (Berg, 2001), we have tried to view these preliminary conclusions with a high degree of skepticism. To avoid being overly influenced by early findings, we have, as recommended in Yin (2014), searched for alternative explanations of our findings, as well as making sure that we have not ignored any of the data. In our final discussion and conclusion, we have centered on significant findings in the quantitative data, while the qualitative data has been used to interpret and give depth to the findings.

## 3.3 Validity and reliability

We will now point out weaknesses in our research design, as well as efforts done to avoid or mitigate their effects. This will be structured within the three main categories of validity, in addition to reliability, as explained by Yin (2014). There are more potential sources of bias and error, but we have only highlighted those that are particularly relevant for our research.

### 3.3.1 External validity

External validity is the degree to which our findings may be generalized to other situations than the one we have studied directly (Yin, 2014).

#### 3.3.1.1 External-validity weaknesses in our research design

Generalizability in our findings will be limited, mainly due to limitations in what data was feasible to collect, and also because of biases in the data we were able to collect.

**Convenience sampling:** We had access to a limited sample for three reasons. Firstly, we were limited to collect data from companies willing to give us access. Secondly, we did not have free access to everyone within collaborating companies. Thirdly, language barriers could sometimes hinder meaningful conversation. This forced us to work with a convenience set of research subjects, rather than a randomized sample, which reduces generalizability (Berg, 2001). Consequently, our findings may not apply to other industries or even other companies in the same industry.

**Non-response bias:** This bias becomes present when the rate of responded surveys is low and the answers of respondents differ from the potential answers of those who did not respond (Armstrong and Overton, 1977). Non-response bias could be present in our survey data.

#### 3.3.1.2 Improving external validity

**Enlarging the convenient sample:** In order to reduce the impact of convenience sampling in our research, we strived to get an as broad as possible scope of data collection. Fortunately, DNV GL was very helpful, giving us wide access within the company's subsidiaries both in Korea and China. To add

to this, we independently sought out five additional interviewees from four companies collaborating with the case company.

**Non-response bias:** We attempted to reduce non-response bias by sending at least three reminders to each respondent that had not completed the survey. Unfortunately, we were only able to get a 100% response rate on one team. The lowest response in the data we collected ourselves is 72%, while the lowest response rate in the Indian data is 71%. There is lower response rate among expatriate respondents, than local respondents, which reduces external validity in our sample.

### 3.3.2 Internal validity

Internal validity is the strength of the cause-effect link within a research (Yin, 2014), i.e. how significant is the link between the dependent and the independent variable. To maximize this, we must identify possible confounding variables and isolate the effects from our main hypotheses by controlling for these.

#### 3.3.2.1 Internal-validity weaknesses in our research design

**Method bias:** As researchers, we should not fall into the trap of believing that the research method is an atheoretical tool, but recognize that there are implicit assumptions built into any chosen method (Berg, 2001). An example of this is that data collection using SPGR surveys is most suited for measuring team dynamics in teams that have relatively stable members and have enough interaction between members so that they know each other quite well. However, some of the studied teams are quite large, with many independent tasks, and it is therefore unreasonable to assume that everyone works closely with everyone in the team.

**Confounding variables:** Establishing a strong connection between cause and effect is challenging when there are many confounding variables that are difficult to identify and control for. In this study, potential factors such as personality, status, and personal grudges may all represent some influence and they are hard to eliminate.

**Response bias:** This term covers biases that influence the responses of participants away from an accurate or truthful response (Furnham, 1986). These biases are prevalent in the types of studies that involve participant self-report; as found in our interviews and surveys. Social norms and the participants' personal agendas will influence the answers. For example, Furnham (1986) found that questions relating to the motivations or beliefs of the participant would induce the participant to provide more extreme scores on a Likert scale. This could distort the statistical findings since subgroups of the participants would be given disproportionate weights.

Another particular instance of response bias is the tendency of participants to agree with the questions in a survey, known as acquiescence bias (Watson, 1992). This can produce conflicting answers from the participants; for example, they might agree to both "I have close personal relationships with my Korean colleagues" and "I seldom meet locals outside of work".

**Reflexivity:** This is defined by Yin (2014) as the "mutual and subtle influence between you [the interviewer] and the interviewee". This can result in a biased shaping of the interview since the responses unknowingly influence the interviewer's line of inquiry.

Another challenge associated with interviews is that it is not well defined how data from interviews should be analyzed in order to draw valid conclusions (Berg, 2001). Nevertheless, they will still constitute a valuable tool as they may capture information, which we could not discover otherwise.

### 3.3.2.2 Improving internal validity

**Method bias:** We used three approaches in our research; interviews, SPGR surveys and on-site observation. Using at least three different methods allows for a means of mutual confirmation of measures, allowing us to counteract threats to internal validity in our different approaches (Berg, 2001).

**Confounding variables:** To control for other variables affecting the research, we tried to account for a reasonable set of control variables. Questions about position, gender and age are included in the interviews, based on indications that these factors will have a large impact in the Korean context.

**Response bias:** Nederhof (1985) described techniques to cope with many of the response biases. From these, we have applied those relevant to our study:

- Providing interview questions considered neutral by a wide range of raters so that socially desirable responding does not apply.
- Providing interview questions that are equally appealing to prevent a socially desirable response in one direction or another.
- Discourage that the survey being answered together with others to remove any social cues the researcher may present to the participant.

### 3.3.3 Construct validity

Construct validity means the accuracy with which the measures reflect the concepts being studied (Yin, 2014). The constructs used are primarily those provided by existing theory.

#### 3.3.3.1 Construct-validity weaknesses in our research design

**Language challenges:** Ensuring effective communication, i.e. being confident that the message being sent is the same as the one being received (Berg, 2001) would be a challenge. Due to different culture, professional background and mother tongue, different participants may have different understanding of key terms and concepts.

**Leniency error:** This error occurs when the evaluators rate individuals too positively (Meyer, 1980). This error is prone to arise in performance appraisals and peer reviews. It could represent a bias in our survey data, since team members are evaluating both themselves and each other.

#### 3.3.3.2 Improving construct validity

The constructs we used are primarily established in previous research, and we used standard ways of measuring them through SPGR. The primary challenge is constructs used to explain findings in the interviews.

**Reducing language bias:** Providing the survey in the native language is important to ensure that the correct meaning is being communicated. Fortunately, there already exists a Korean version of the SPGR survey, which has been validated by translation-back-translation (Sjøvold, 2002). In addition, we procured a new Chinese version of the survey. The data in India was collected using the English and Norwegian versions of the survey.

**Leniency error:** This can be somewhat mitigated by displaying both the averaged team results in addition to each member's ratings. Thus, discrepancies between one individual's ratings and the team average will be clearly shown.

### 3.3.4 Reliability

Yin (2014) defines reliability as the consistency and repeatability of the used research procedures. This means that the approach must be rigid and well documented. Since we are using both qualitative and quantitative data, the respective datasets will have to be treated slightly different in order to ensure reliability.

#### 3.3.4.1 Reliability weaknesses in our research design

**Common challenges:** Some random biases may be introduced by random events out of our control as researchers; e.g. a large re-organization in one of the companies right before our research started, or if one participant has a traumatic experience outside of work, which could reduce replicability of our finding in a subsequent test. In our case, the recent merger between DNV and GL could create this effect.

**Qualitative data:** The interview data is voluminous in length and challenging to interpret as there is no well-established method of analysis. For example, identifying patterns partially depends on the creativity of the researcher (Berg, 2001). Furthermore, some data may not be explicitly stated by research subjects, but rather information which has been inferred from reading between the lines, or from observations; this kind of information is called latent information. Although it is extremely difficult to avoid subjective bias if such data is included, some information may never be stated explicitly and therefore lost if latent information is excluded from the dataset.

**Quantitative data:** For quantitative data, reliability is somewhat easier to measure as quantitative data is easier to compare and analyze. There are several statistical measures we can use such as inter-observer validity, which measures random error introduced by the observer, and Cronbach's alpha, which measures internal consistency of different questions measuring the same construct.

#### 3.3.4.2 Improving reliability

**Common challenges:** General consequences of random chance could have been reduced by using test-retest, i.e. collecting data in several rounds spaced apart over time. Unfortunately, this was not feasible within the scope of this research.

**Qualitative data:** To ensure that other researchers could review our data and replicate our findings, we have developed pre-defined inclusion and exclusion criteria and applied them when categorizing data. To ensure reliability when using latent information, we have identified at least three different situations, quotes, or observations, justifying its salience before it has been included, as suggested by Berg (2001). The data has been stored in raw form, with both audio recordings and transcripts of interviews and detailed responses from the surveys. These could be reexamined in full detail by another researcher. If different researchers arrive at the same conclusions, this is an indication that the reliability is good.

**Quantitative data:** For SPGR there are significant amount of previous research indicating what level of reliability we can expect for measurement of SPGR constructs. The inter-observer reliability has a typical value of .98 and Cronbach's alpha in the range of .80-.92 (Sjøvold, 2002; Sjøvold and Park, 2007). Values above .7 is generally considered an acceptable level (Kline, 2013), thus SPGR holds a high reliability standard.

### 3.4 Synergy calculator

In parallel with this thesis, we have worked on developing software which, when finished, will be able to calculate a numerical evaluation of LOP, based on SPGR data. The output will be a single

number measuring the LOP the team operates at. The calculation is based on five different metrics about the team:

- Whether there is an optimal spread of behaviors within the team
- Whether there exists satellite members that are far apart from the rest of the team
- Whether all team members are in the yellow sector in the SPGR field diagram
- Whether there are any members on the periphery of the SPGR field diagram
- The weighted average spread in mental models in the team.

A working prototype was finished, but it has not been used in the thesis, as it still needs more calibration of configuration values in order to yield valid results. Although the calculator was not used directly, it inspired some of the analyses we have performed in the articles, for instance the calculations of spread of mental models for each team.

### 3.5 Ethical concerns

In our research, we have been given access to data, including data that could potentially be harmful to participating companies or individuals if made public. Ethical issues have to be balanced between the potential harm to research subjects versus the potential scientific contribution (Berg, 2001). Consequently, we have taken the following precautions to avoid unethical conduct:

- We have not collected any data beyond what is required for our research
- We have stored all collected data in a secure manner so that it cannot be stolen
- We have anonymized all data prior to publication



## 4 Results

This chapter will supplement the results chapter of both articles, and will mostly consist of metadata.

### 4.1 Aker Solutions case

Being part of the larger research project *Operational Leadership* gave access to data collected from *Aker Solutions* in 2014. This includes SPGR data on a subset of three multi-cultural teams, collaborating virtually with team members located in both India and Norway. The average response rate was 76 %. For more information about the teams, see Table 4-1.

**TABLE 4-1 - DESCRIPTIVE METRICS FOR THE TEAMS ANSWERING SPGR SURVEYS IN THE AKER SOLUTIONS CASE**

Team	Rating percentage	Norwegians in team	Indians in team	Other nationality	# team members
Indian virtual team 1	71 %	5	2	0	7
Indian virtual team 2	86 %	2	5	0	7
Indian virtual team 3	71 %	6	1	0	7
<b>Total:</b>	<b>76 %</b>	<b>13</b>	<b>8</b>	<b>0</b>	<b>21</b>

Furthermore, the dataset also consisted of one series of seven semi-structured depth interviews, where the transcribed interviews were provided. Details can be found in Table 4-2.

**TABLE 4-2 - DESCRIPTIVE METRICS FOR THE INTERVIEWEES IN THE AKER SOLUTIONS CASE**

Nationality	Sex	Company	Position	Office	Interview length
Indian	Male	Aker Solutions	Manager	Mumbai / Team 3	~55min
Norwegian	Female	Aker Solutions	Employee	Norway / Team 2,4	~60 min
Norwegian	Male	Aker Solutions	Manager	Norway / Team 3	~80 min
Norwegian	Male	Aker Solutions	Manager	Norway / Team 4	~65 min
Indian	Female	Aker Solutions	Employee	Mumbai / Team 3	~50 min
Indian	Male	Aker Solutions	Employee	Mumbai / Team 3, 4	~65 min
Norwegian	Male	Aker Solutions	Employee	Norway	~70 min

## 4.2 DNV GL Case

We collected SPGR data from seven teams: six located in Korea and one in China. Of these, one was a mono-cultural team, consisting of only Koreans, and two of the six cross-cultural teams did not have any Norwegian team members. The average response rate was approximately 80 %. For more information about the teams, see Table 4-3 and 4-4.

**TABLE 4-3 - DESCRIPTIVE METRICS FOR THE KOREAN TEAMS ANSWERING SPGR SURVEYS IN THE DNV GL CASE**

Team	Rating percentage	Norwegians in team	Koreans in team	Other nationality	# team members
Management team 1	72 %	0	8	0	8
Discipline team 1	79 %	2	12	0	14
Executive team 1	73 %	2	7	2	11
Project team 1	92 %	1	3	1	5
Project team 2	100 %	0	4	3	7
Executive team 2	86 %	2	3	2	7
<b>Total:</b>	<b>81 %</b>	<b>7</b>	<b>37</b>	<b>8</b>	<b>52</b>

**TABLE 4-4 - DESCRIPTIVE METRICS FOR THE CHINESE TEAM ANSWERING SPGR SURVEYS IN THE DNV GL CASE**

Team	Rating percentage	Norwegians in team	Chinese in team	Other nationality	# team members
Chinese team 1	70 %	0	8	2	10

Furthermore, we conducted one series of semi-structured depth interviews on 26 individuals. Of these, 20 interviewees were employed in DNV GL, while the other six were employed in collaborating companies. Further information on the interviews can be found in Table 4-5.

**TABLE 4-5 - DESCRIPTIVE METRICS FOR THE INTERVIEWEES IN THE DNV GL CASE**

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Manager	Seoul	44 min
Norwegian	Male	DNV GL	Manager	Busan	71 min
Norwegian	Male	DNV GL	Expert	Busan	50 min
Norwegian	Male	DNV GL	Manager	Busan	49 min
Norwegian	Male	DNV GL	Manager	Busan	49 min
Norwegian	Male	DNV GL	Manager	Busan	57 min
Norwegian	Male	DNV GL	Expert	Okpo	49 min
Norwegian	Male	DNV GL	Manager	Okpo	36 min
Norwegian	Male	DNV GL	Manager	Busan	50 min
Norwegian	Male	Statoil	Manager	Geoje	48 min
Norwegian	Female	Statoil	Manager	Okpo	60 min
Korean	Female	DNV GL	Employee	Busan	49 min
Korean	Male	DNV GL	Employee	Busan	50 min
Korean	Male	DNV GL	Employee	Busan	64 min
Korean	Male	DNV GL	Manager	Busan	46 min
Korean	Male	DNV GL	Manager	Busan	60 min
Korean	Male	DNV GL	Manager	Okpo	61 min
Korean	Male	DNV GL	Expert	Okpo	53 min
Korean	Male	DNV GL	Manager	Busan	47 min
Korean	Male	Samsung Heavy Industries	Manager	Geoje	55 min
Korean	Female	DNV GL	Manager	Busan	36 min
Hong Konger	Male	DNV GL	Manager	Shanghai	80 min
Greek	Male	DNV GL	Manager	Shanghai	70 min
Danish	Male	Statoil	Expert	Okpo	37 min
Norwegian	Male	Teekay Petrojarl	Manager	Trondheim	60 min
Norwegian	Male	Eni Norge	Expert	Norway	60 min

## 5 Discussion

We address the findings of Sjøvold and Park (2007) by looking more in-depth at some of their studied national cultures, Norway and South Korea. Both their study and this thesis are concerned with team dynamics, and we try not to describe general aspects of national culture. Our study differs from that of Sjøvold and Park (2007) as we look at cross-cultural teams. This is also how we contribute to their findings. We found in the first article that the team behavior we observed in the Korean/Norwegian teams were somewhat a mix of the typical teams of the two countries, the average of data from many mono-cultural teams collected in Sjøvold and Park (2007). However, this mix was not just a linear combination of the typical Korean and Norwegian team data, as the teams in this study scored significantly higher on certain vectors than the Korean and Norwegian typical values. One of our main contributions to previous research in this regard, is that members from different cultural backgrounds exhibit similar team behavior when working in the same team, and do not seem too affected by average behaviors found from their national culture. We found this first in Korea, and were later able to show that it also seems to hold true in the Indian context. The Chinese data are too limited to draw valid conclusions.

Through the efforts of explaining our findings, we relied much on the intergroup relations theory (e.g. Allport, 1979; Brewer, 2003; Sumner, 1906). Our study adds to this field by showing that it has explanatory power in our specific context. Our findings suggest that working together in teams, can align behavior between groups, while there still seems to be significant differences on perception, suggesting that there is still salient group identification separating the expatriates and locals working in the same teams. We draw parallels between these findings and those of Belhoste and Monin's (2013). In their work on construction of differences in collaboration between expatriates and locals in French companies in India, they found that none of the locals used a national difference perspective. Similarly in our research, locals did not show statistically significant differences in how they rated other locals compared to how they rated expatriates, while expatriates rated significantly different on several vectors. We argue that this can be caused by the expatriate community being a more salient source of group identification for the expatriates, than being part of the local majority is for the locals in these companies.

In the articles, both team development and development in cultural understanding are discussed. A longitudinal approach, with multiple data collections over time, would enrich these findings. It could for example provide better understanding on the importance of contact between groups, and a better understanding on which teams that experience team development. Due to practical limitations, this was not feasible, but we would recommend this for future studies on team dynamics.

Many of our findings have been based on statistically significant results. However, there are weaknesses in our data material, which makes generalization problematic for many of our findings. In particular, there are large unbalances between how much data we have in each location, and from each contingent. The large difference in data from China and Korea, and the lower response rate from expatriate survey-takers is of particular concern. It is possible that a more balanced dataset would not yield the same results as those that have formed the basis for our discussion. Due to these weaknesses in the validity of our findings, later research using a larger and more balanced dataset could provide needed validation for the findings in our research.

## 6 Conclusion

The research question for the first article was *“How are team dynamics in cross-cultural teams influenced by national culture and its operating context?”*. We found that the members of the studied teams displayed similar team behavior across contingents, which arguably was mostly due to a stable context. This stable context allowed the teams to adjust their team dynamics accordingly, in turn reducing the influence of national culture on their behavior. Nevertheless, large differences in perception existed between Koreans and Norwegians. We argue that national culture is deeply rooted and manifested in the individuals’ mental models, which is what we see in the diverging perceptions. However, it seems that national culture has limited impact on the actual team behavior, since these differences are small and interviewees portrayed the collaboration free from negative stereotypes and with low-friction.

The second article had the research question: *“How does group identification influence collaboration between expatriates and locals in cross cultural teams?”* Also for this article, the actual team behavior was much more aligned than the perceptions between expatriates and locals. Furthermore, the results showed a consistent pattern of expatriates, regardless of their nationality, to rate other expatriates differently than they rated locals. This was interesting since the same pattern was not seen among the locals in any of the locations. When looking at the direction of the differences in how the expatriates’ perceptions deviated, it was towards a clear favoritism of other expatriates. Such attitudes, unaware or aware, will arguably affect both team dynamics and other aspects of individuals’ work life. On many occasions, the expatriates held managing positions, which could further increase the possibility of misconceptions causing discriminatory behavior. The interview data gave support for different treatment of locals and expatriates in both China and India, while a high degree of contact between groups seemed to limit such behavior in Korea.

The overarching question guiding this thesis is: *“how do changing contexts and multiple cultures among team members affect team dynamics?”* For teams operating in stable contexts and with high contact between members from different cultures, cross-cultural teams can be efficient and have low level of conflict. However, even when these conditions are present, large differences in mental models prevail between different groups. When the context is less stable, there is a higher demand for teams to develop, including aligning mental models. This can initially result in higher tensions, but if the teams successfully develop to a higher LOP, they will stand better prepared to changes in their context.

# Same behavior, different perception: a study on cross-cultural teams

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## **Abstract**

This paper aims to explain how culture influences cross-cultural teams. Our research looks at team dynamics in a Norwegian multi-national company (MNC) operating at Korean shipyards. The data are both qualitative and quantitative. We have collected quantitative data from six teams within the case company and we have combined these with data from 24 interviews as well as on-site observations. The study yielded some paradoxical results. On one hand, team members expressed mutual respect of each other's cultures and behaved very similarly to each other. On the other hand, there were substantial communication problems and wide differences in perception across the groups. We propose that the similarities of behavior were mainly due to a relatively stable context, which allowed the teams to adjust their team dynamics accordingly, so that national culture played a minor role for their behavior. However, since there were communication problems, large differences of perception still prevailed in the teams; members of different cultures had systematically different perceptions of the team dynamics. Although the case company seems to avoid discriminatory behavior, the unaligned perceptions may limit the teams' ability to deal with situations calling for more complex decisions and unforeseen problems.

## **Keywords**

cross-cultural collaboration, team dynamics, SPGR, mental models

## Introduction

Teams in modern corporations are much less stable; cultural diversity and geographical differences force organizations to more effectively develop cross-cultural teams (Edmondson, 2012). Cultural differences clearly affect cross-cultural teams. However, predicting team behavior grounded in established national culture theories (Hofstede, 1980; Hofstede, 1983; Hofstede and Bond, 1988; Hofstede et al., 2010) is not so straightforward. Sjøvold and Park (2007) presented results from their longitudinal study on mono-cultural teams in Norway, USA, South Korea and Japan. They found team behavior in Norwegian teams to converge more with Korean and Japanese behavior than with American team behavior, despite an expected east-west split based on Hofstede's findings regarding these countries. There is a lack of research connecting national culture directly to behavior in teams, and in particular research focusing on cross-cultural teams.

This case study focuses on Norwegian-Korean cross-cultural teams operating in the South-Korean ship-, and oil and gas (O&G) construction industry. Every year there are thousands of foreign expatriates, sent by multinational companies (MNC), working at Korean yards. The complexity of these projects is increasing and there have been severe cost overruns, quality issues and delays at several projects. In order to be successful, these projects require close collaboration in a large number of teams.

An example that illustrates the risks faced by the industry is the Italian oil company Eni's construction of the floating production storage and offloading (FPSO) facility Goliat. It was built at Hyundai Heavy Industries' shipyard in Ulsan, South Korea, in collaboration with the Norwegian design house Sevan Marine. Among all Norwegian oil and gas projects, Goliat had the largest cost overrun, exceeding the estimated cost of 31.3 billion NOK by 15.4 billion NOK, almost 50%. In addition, its production start was delayed by approximately 18 months (Eni Norway, 2015; Offshore Energy Today, 2014) and three workers lost their lives during the construction (Marshall, 2015). The high stakes in the ship and O&G construction industry makes it an interesting context for studying team dynamics.

Ideas that there exists an optimal team, as proposed by Katzenbach and Smith (1993), do not take into the account that different contexts have very different requirements. Some theories emphasize individual traits as a basis for selecting optimal members for a team (e.g. Gorla and Lam, 2004). These approaches are however criticized on the basis that looking on individual measures is insufficient to draw conclusions on the team level (Wekselberg et al., 1997). Kozlowski (In press) suggests that in order to move research on teams forward, methods and theories which look at the dynamic nature of the inner working of teams should be used. For our research, we will primarily rely on the Spin theory for groups and its SPGR framework for measuring group dynamics (Sjøvold, 2002; Sjøvold, 2006; Sjøvold, 2014; Sjøvold and Park, 2007). When relevant, we will also look outside of team theory in order to interpret our findings.

Our research extends previous research by studying Norwegians and Koreans in cross-cultural teams, within the aforementioned context. We hope to uncover how much impact national cultural background has on team dynamics compared with the impact from the context. We want to measure resulting team behavior, as well as differences in perceptions of the team. By doing so, we want to answer the question; "How are team dynamics in cross-cultural teams influenced by national culture and its operating context?"

This study combines qualitative complemented with quantitative methods. In our analysis, we look at two different contingents separately, i.e. Norwegians and Koreans working within Korean branches of the focal company. By segmenting our data into these contingents, we are able to see differences in perception of own contingent versus the other, as well as differences in behavior. By adopting a computational model for analyzing team dynamics, we are able to gain new insights, such as quantifying individuals' perceptions of the team and compare this with other team members' perceptions. This type of approach allows us to peer into the black box of team dynamics, and try to understand its inner workings (Kozlowski, In press). Using this approach, we make findings that are relevant to both researchers and practitioners.

Our findings illustrate that the Koreans' and Norwegians' team behavior are similar and that there is little discriminatory behavior between the contingents. We explain this by the stability of the context in which the teams operate. As the teams have adjusted to the context, they have assumed behaviors that are suitable to solve the tasks of the team. Since Norwegians and Koreans do similar work, their behavior is more strongly influenced by their context, than by their national culture. Furthermore, high levels of contact between contingents and no formal differences in status help prevent negative stereotypes from turning into discriminatory behavior. At the same time, the quantitative data shows that there are clear national cultural biases influencing perceptions

between the contingents. Because of this, teams have less robust team dynamics and are vulnerable to sudden changes in their context that would require all team members to adapt the way they work (Sjøvold, 2014). This is particularly concerning for the leadership teams in our study, as these should be prepared to deal with complex, unforeseen problems. We argue that communication problems between the contingents prevent aligning of perceptions within the studied teams.

## Theory

### *Collaboration in teams*

Teamwork and collaboration in teams have been extensively researched, and many diverging theories exist in the field. Lewin (1942) introduced the concept that behavior can be understood as interaction between individuals and their context. Parson et al. (1953) brought this concept to the team level, emphasizing that team dynamics may only be understood by looking at its context; teams employ different group functions in response to their context. Group functions are also described in Schutz (1958), who suggests that functions need to be balanced according to individual preferences. Other early theories state that teams develop through phases (Slater, 1966; Tuckman, 1965). Later research has criticized these theories because real teams do not show such a linear development (McGrath, 1991). However, some researchers claim this criticism is based on a misunderstanding of the original theory. The stages are not supposed to apply to teams in general, but only to those that actually develop to more mature stages (Bushe and Coetzer, 2007). Despite the criticism, Tuckmans's (1965) theory has had a significant influence on theories of team development (Bonebright, 2010). Mills (1984) connects team development to team functions saying team development happens when each team member learns to use all team functions. McGrath (1991) claims that the reason a deterministic progression of phases or stages is not seen in real teams, is that the phases teams go through is dependent on the context of the team.

The Spin theory for teams (Sjøvold, 2002; Sjøvold, 2006; Sjøvold, 2014; Sjøvold and Park, 2007) has evolved from the abovementioned and other early theories (e.g. Bion, 1961), and proposes an integrated model. The Spin theory is operationalized by SPGR (Systematizing Person-Group Relation), which inherits the psychometrics of SYMLOG, developed by Bales et al. (1979), who introduced the ability to record social transactions at the exact time at which they take place.

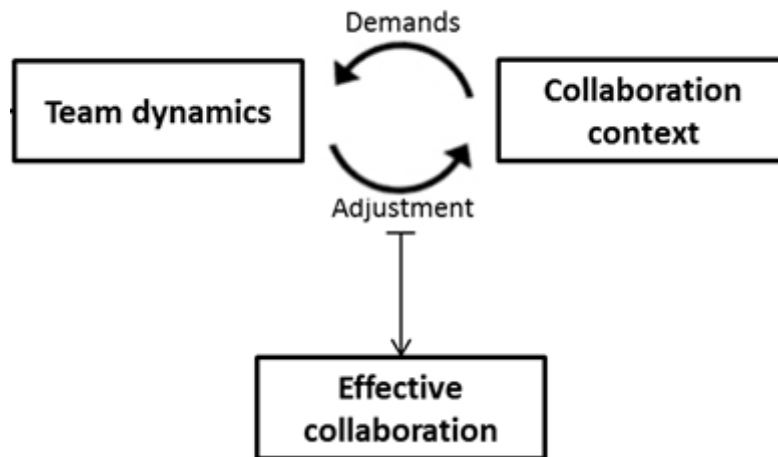
In creating the Spin theory, Sjøvold (2006) noticed that although different streams of team research make different assumptions about the inner dynamics in teams, most of them propose four modes (Parson et al., 1953), phases (Tuckman, 1965) or assumptions (Bion, 1961), etc. The Spin theory draws on these and uses four group functions labeled Control, Nurture, Opposition and Dependence (Sjøvold, 2006). These functions are outlined in Table 1.

**Table 1.** Four group functions (Sjøvold, 2006)

Function	Behavior
Control	Active, analytical, task-oriented or even autocratic
Nurture	Caring, empathic or even spontaneous
Opposition	Critical, assertive or even self-sufficient
Dependence	Passive, conforming, and obedient

The Spin theory postulates that a team should utilize the different group functions according to what the team's tasks and context require. For instance, relational problems should be countered with the nurture function, while a need to change direction can be countered by opposition functions, etc. If the team's behavior is well suited to the current context, the team can operate efficiently (Sjøvold, 2006). If the context is dynamic and changing, then the team will have to adjust accordingly in order to maintain efficient collaboration (portrayed in Figure 1). This entails that individuals have to assume different roles, and rapidly shift roles in the emerging situation. In the Spin theory, this adjustment and alternation of team dynamics is referred to as *balance* (Sjøvold, 2006). A balanced team is a team that rapidly shifts its dynamics in response to the context, and not a team with the "right mix of personalities", or fixed roles, which would be a static and vulnerable balance.





**Figure 1.** Teams must adjust their team dynamics to match the context in order to be effective

The ability to adjust the team dynamics to match a changing context is referred to as level of purpose (LOP). A team that is able to maintain balance in highly unstable contexts operates on a high LOP. Operating on a high LOP is necessary for teams working in an unstable context, but it is not necessary for teams within a predictable context (Sjøvold, 2006).

LOP can broadly be categorized into four levels (listed from low to high): *Reservation*, *Team spirit*, *Production* and *Innovation* (Sjøvold, 2014). The lower levels are characterized by fixed roles, and dependence on a leader to operate effectively, while higher levels are characterized by constantly changing behavior and equal levels of participation and influence from all team members.

**Mental models.** In teams, each member will have a different perception of their team members and the team as whole. A mental model is a working model the mind has constructed in order to understand the world (Johnson-Laird, 1986: 10). Differences in mental models between individuals let us interpret the world differently and this can make it completely impossible to fully understand another person's understanding of the world (Hutchins, 1993; Hutchins, 1995). This can pose a challenge in teamwork. One problem is that expert knowledge rooted in an expert's mental model, may be difficult to verbalize and share with others (Rouse and Morris, 1986). Another challenge is that individuals will have different mental models to understand their team members and the team as a whole. Mathieu et al. (2000: 275) found that out of the types of mental models included in their research, team-related mental models had the largest impact on performance, as such shared models create common expectations to team interactions. Such common expectations are necessary to be able to coordinate a quick response to changes in the context. Alignment of mental models is therefore a central prerequisite for a team to be able to operate at a high LOP (Sjøvold, 2014). Furthermore, large differences in mental models of team dynamics are the most common cause for misinterpretations, frustration, and conflicts (Sjøvold, 2014). Mental models on team dynamics will therefore constitute a central part of our research.

**Polarization and conflict in teams.** Polarization between subgroups in a team is the precursor to conflict, where the subgroups represent the opposite poles. Conflict has many different interpretations and has both positive and negative impacts on teamwork (De Dreu and Weingart, 2003). On one hand, the discussions created by a conflict can bring new perspectives and increase creativity (Amason, 1996; De Dreu and Van de Vliert, 1997; Simons and Peterson, 2000). On the other hand, conflict can create excessive cognitive load (Carnevale and Probst, 1998), which in turn reduces creativity and cognitive flexibility (Sweller, 1988). A more nuanced explanation for these seemingly contradictory findings is provided by de Wit et al. (2012), who suggest that some degree of *task conflict* is necessary, while *relationship conflict* inhibits effective collaboration. Spin theory suggests that teams must employ the opposition function to change track, when the team's progress has diverged off course Sjøvold (2006). The Spin theory distinguishes between polarization and conflicts. Polarization is natural when a team has to change its dynamics, in fact, rapidly forming and dissolving polarizations is a characteristic of teams operating at a high LOP (Sjøvold, 2006). However, personal disagreement can create

polarizations that become locked in a state of conflict, making the team static and preventing effective adjustment to the context. A complete lack of polarization is also not positive, as this is in essence a team that is prone to “groupthink” (Janis, 1972), associated with low LOP.

To understand polarization in groups, the Spin theory draws on Polley’s (1987) algorithm for measuring polarization in teams, which considers three factors that all intensify polarization: more individuals who are part of a subgroup, greater Euclidian distance between the subgroups’ centers, and more tightly clustered subgroups. In a team operating on a high LOP; both the degree and direction of polarization will be constantly changing.

## **Culture**

Most social behavior and interaction between people are influenced by culture (Hollensen, 2012). It is important to be aware of the cultural differences between the members in cross-cultural teams in order to communicate well, avoid conflicts, being able to motivate, manage in the best way, et cetera (Adler and Gundersen, 2008). Mixture of cultures can have negative effects because there is a tendency that negative stereotypes are developed (Dyer et al., 2013). This happens more frequently in team operating on a low LOP (Sjøvold, 2014). At the same time, cross-cultural teams can often stimulate the emergence of a team culture characterized by curiosity, which can catalyze development to a higher LOP (Sjøvold, 2014).

The most influential definitions of culture, such as Hofstede (1980) and Carrol (1982), describe culture as a collective programming of the mind, separating one group from another. Hofstede (1980, 1988, 2010) has developed six dimensions used to measure different aspects of national culture. Hofstede has many critics, including criticism regarding the methodology used (McSweeney, 2002), and that many nations consist of diverse ethnicities, making it wrongful to state that they have a common national culture (Jones, 2007). Despite this, the theory is still widely applied. Sjøvold and Park (2007) look at team behavior using the Spin theory as their theoretical foundation, and find that the countries most similar on Hofstede’s dimensions, USA and Norway, showed large differences in team behavior. In their study, the most similar countries in terms of team dynamics were in fact Norway and Korea, which are quite different on most of Hofstede’s dimensions.

While team members in a foreign subsidiary may have different national cultures, they still share the same organizational culture. Schwartz and Davis (1981) define organizational culture as patterns of beliefs and expectations shared by the members in the organization, which strongly shape the behavior of individuals and teams. As the standard work form in most organizations is to organize the work around teams (Edmondson, 2012), the organizational culture will have an impact on the team level. However, this does not mean that all teams within an organization have uniform culture. Some teams can develop internal norms, which are quite contrary to those of its parent organization (Richards and Dobyms, 1957). It may therefore be significant differences between different teams, offices and subsidiaries in addition to differences between national cultures.

## **Intergroup relations**

Group identification is what gives humans a sense of *us* and *them*, or the in-group and the out-group (Sumner, 1906).

Group identification may be formed on a wide basis, such as nationality, gender, team membership, profession, or any other arbitrary source of separation (Brewer, 2003). An individual does not belong only to one group, and can identify with multiple groups (Allen et al., 1983). Different triggers in the environment influence which group identity is the most salient in a given situation (Brewer, 2003). Once a group identification has been formed in the mind, individuals assume that other in-group members are more similar to themselves; this has been found even in cases where separation into groups has been completely arbitrary (Wilder, 1984). Beliefs about the in-group or the out-group are influenced by category accentuation: the inclination towards noticing traits that confirm our beliefs about a given social group, while ignoring those contradicting our expectations (Brewer, 2003). Thus, the sense of difference between groups can be self-reinforcing.

When interacting in a team, your team members can either be seen as in-group or out-group members, depending on which group identification is most salient. In social interactions, there is a tendency to pay closer attention to the opinion of others, which are considered as part of the same in-group, thus increasing their influence. It has been found that in teams where the members consider themselves part of the same in-group, group norms has a large influence on individual decisions (Rohrer et al., 1954). Such norms can continue to exist in the group after all the original members of the group have left (Jacobs and Campbell, 1961; MacNeil and Sherif, 1976). Due to the large impact of group identification on behavior, it should also influence teamwork.

Working with others that are considered in-group members can be a source of motivation and group cohesion while the opposite can cause harmful discriminatory behavior (Brewer, 2003). Allport's (1979) original study on contact theory found that the negative effects of intergroup discrimination are dampened by direct contact between members of different groups. These findings have been reproduced by many other researchers and as shown in a meta-study by Pettigrew and Tropp (2006), the findings have wide generalizability. In cross-cultural teams, this may contribute to reduce intergroup conflict, even if all the members do not identify as the same in-group.

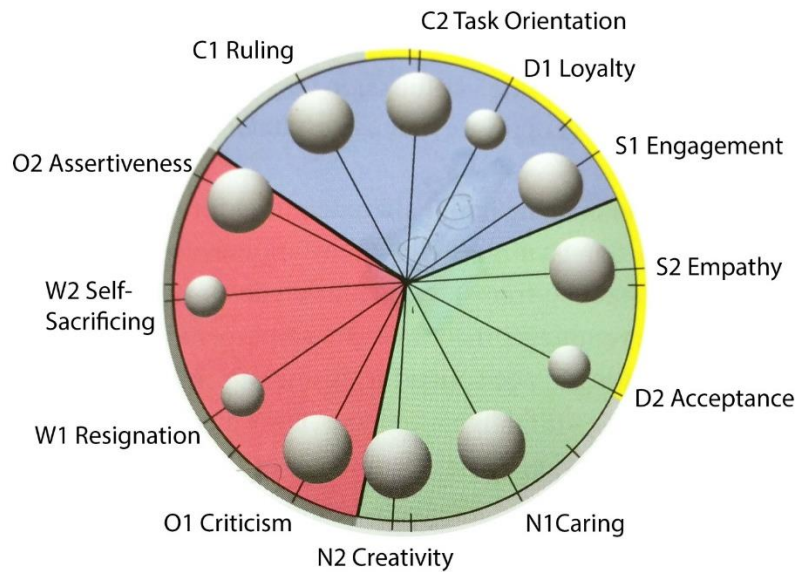
In the context of this research, nationality, office, position and company could all be important bases for group identification. In their study on teams consisting of members from distinct units, Richter et al. (2006) found that the most effective teams had members who both had their own unit and the parent organization as salient sources of group identification. Fong and Lung (2007) looked at cross-organizational teams, and studied which factors influenced whether members identified with the cross-organizational team or only with their own organization. They found that it was influenced by both of the cultures the members belonged to, but also situational factors, such as how dependent the members were on each other. These findings may also be generalizable to the setting of cross-cultural teams with members from different national cultures. Belhoste and Monin (2013) provide some indication onto which group identification becomes salient in the interaction between an expatriate minority and a local majority. They found that focusing on national differences is the exception rather than the norm, and in their results, none of the locals had a *national difference perspective*. Alternative focuses were based on functional or social differences between people. They found some evidence that the perspective changes over time, where longer work experience and company tenure was associated with higher probability of focusing on functional differences. Based on these findings, we can expect that group identification will vary among individuals and teams, but that intergroup relations in some form will have substantial impact on the team dynamics in the study.

## **Methodology**

This study is a single-case study (Yin, 2014) on a Norwegian MNC involved in the shipbuilding and O&G-construction industry in Korea. The collected data are both qualitative and quantitative, collected from the focal company and collaborating companies. The interviewees are all employed in technology-intensive companies and most of them have engineering backgrounds. Respondents are from different levels ranging from surveyors to top management. All companies and individuals have been made anonymous.

### ***Quantitative data***

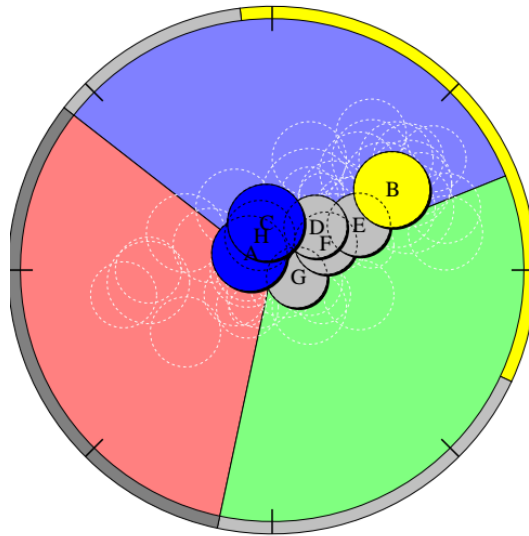
Data on team dynamics has been collected using the 24-item SPGR behavior-scale survey (Sjøvold, 2002, 2006). The data was gathered electronically and questions were given in Norwegian or English, with a supporting Korean explanation text where applicable. The survey asks the respondents to rate their fellow team members, including themselves, on what behavior they typically displayed in the team on frequency weighted as never or seldom (0), sometimes (1), and often or always (2). The scale has well-documented construct- and predictive validity (Sjøvold, 2002, 2007).



**Figure 2.** The twelve vectors measured in the SPGR-survey shown on the field diagram (Sjøvold, 2014)

The survey measures each of the twelve vectors shown in Figure 2 by two questions each. The scores are used to determine the position and bubble size for an individual on the field diagram shown in the figure. By calculating the average of the vectors pulling in different directions, position can be determined for each individual. This position gives an indication of that individual's behavior in the team. As seen in the above figure, four vectors, D1 Loyalty, D2 Acceptance, W2 Self-sacrificing and W1 Resignation, have smaller bubble size. The behavior associated with these vectors is considered as more passive and high score on these vectors will reduce the bubble size of the individual on the field diagram, indicating that they are less active or have less influence. The vectors across from each other are considered mutually exclusive behavior (Sjøvold, 2014). For instance it is impossible to be completely autocratic (C1 Ruling), at the same time as being utterly considerate (N1 Caring).

Figure 3 shows the output field diagram for a real team. Persons marked by yellow circles in the field diagrams use a relatively balanced specter of behavior, implying that they do not take on specific roles as described below. Teams consisting of members of equal influence, represented as same bubble size, which at the same time as being able to use balanced specter of behavior, represented with yellow color, is an indication of higher LOP. On the other hand, if a person limits his or her behavior to a certain function, we will say that he or she assumes a "role" in the team. This is typical for teams operating at lower LOP. The Euclidian distance between the circles represents the relational closeness between team members. When subgroups exist, seen as two or more clusters with a relatively large distance between them, this indicates polarization in the team. While very high polarization is an indication of a team stuck in a state of conflict, a complete lack of polarization is also a sign of low LOP. Individual ratings are shown as dotted white circles, and visualize the alignment of the mental models in the team. When the dotted circles fill a large area in the SPGR field diagram, this shows that there are large misalignments in the mental models.



**Figure 3.** Example of team dynamics visualized on the SPGR field diagram.

By applying theoretical descriptions of teams operating at different LOP, we have used the field diagrams of each of the teams to determine the LOP for each team. To support this assessment, we have made a quantitative measure of the mental models by calculating the standard deviation on the ratings on each individual in the team, and taken the mean of these values to get a measure of the spread in mental models in the teams.

Analyses were also made directly on the vector data. We have calculated average behavior and mental models at the contingent level by splitting the ratings depending on the nationality of the rater and rated. Average behavior of the two contingents is calculated by looking at differences based on who is rated. To get a view on systematic differences in mental models between Norwegians and Koreans, we have compared how members of each contingent rate the contingents and the team as a whole. For these analyses we have used two-tailed, homoscedastic T-tests in order to identify differences that were statistically significant.

### *Qualitative data*

We conducted one round of in-depth interviews. In addition, we did on-site observations at two major Korean shipyards as well as visits to two offices in the focal company in Korea, and the office of one partner. In designing the interviews, we opted for using a semi-structured interview based on the criteria suggested by Chadwick et al. (1984). As recommended by McCracken (1988), we have recorded and transcribed each of the interviews, and analyzed them in accordance with theory, using collaborative, cloud-based software called Dedoose, for coding. Based on this, we developed different themes related to our research question. All the findings from the qualitative data were seen in conjunction with findings in the quantitative data to form an overall picture.

### **Results**

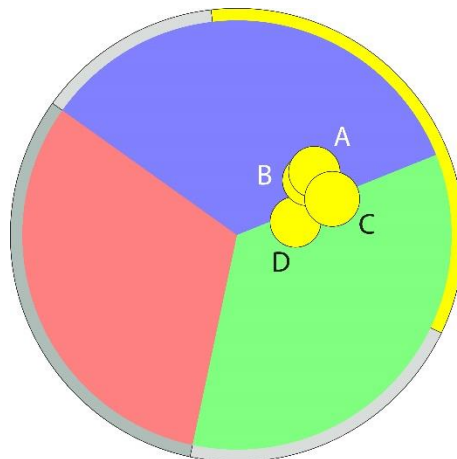
A total of 24 individuals were interviewed for 36-71 minutes. 13 of these were Norwegian expatriates working in Korea; one was a Danish expatriate in the case company; while ten were Koreans working in their home country. Of the 24, six were from collaborating companies, giving an outside perspective on the case company. Most interviewees were in middle-management positions, while some held expert or employee positions and one in top management. All interview subjects were selected on the criterion that they collaborated with Koreans and Norwegians on a daily basis.

SPGR surveys have been answered by six teams, each consisting of 5-14 individuals. The average response rate was 84%. Four of the teams have both Korean and Norwegian team members, one team consists of Koreans and other expatriates, and one is a pure Korean team.

### *Quantitative data*

For the quantitative data, we have only looked at ratings of Norwegians and Koreans and excluded other nationalities when analyzing on the contingency level, but have included them for analyses on the team level.

**Converging team behavior across nationalities.** We wanted to evaluate the individual team behavior shown by Koreans and Norwegians, and compare these against their respective nationalities' typical team behavior, found by Sjøvold and Park (2007). This will allow us to see if they behaved similar to people from the same national culture, or adjusted to each other in the cross-cultural setting. From Figure 4, we can see that Norwegians (A) and Koreans (B) behaved very similarly within the case company. In fact, they were closer to each other than to the average for their respective cultures (C and D). We see that the Koreans (B) were farthest away from their national typical behavior (D). Meanwhile, the Norwegians (A) were almost just as far away from their national typical behavior (C). Within the case company, both nationalities showed a higher tendency towards control functions, i.e. task-orientation and analytical approach.



**Figure 4.** Average behavior of Norwegians (A) and Koreans (B) in the case company, together with Norwegian (C) and Korean (D) national average behavior, found in Sjøvold & Park (2007)

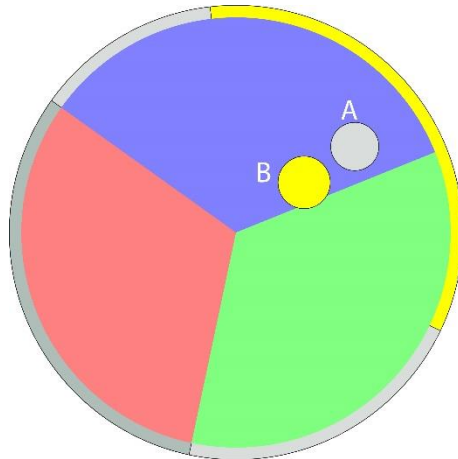
By looking at each of the SPGR vectors (Table 2), we can see specifically that there was little difference in behavior. The only significantly different vector is C2 Task-orientation, where Norwegians score higher than Koreans.

**Table 2.** Average behavior within SPGR vectors in all teams

	Norwegians	Koreans
S1 Engagement	7.13	7.08
S2 Empathy	6.28	6.18
D1 Loyalty	6.78	6.72
D2 Acceptance	6.98	6.46
O1 Criticism	2.31	2.66
O2 Assertiveness	3.72	3.62
W1 Resignation	2.21	2.20
W2 Self-sacrifice	2.46	2.96
N1 Caring	6.73	6.56
N2 Creativity	1.91	2.43
C1 Ruling	5.42	5.02
C2 Task-orientation	6.58*	5.76*

Note: Norwegians  $n = 32$ , Koreans  $n = 259$  (list-wise deletion). \* $p < 0.05$ . \*\* $p < 0.01$  (two-tailed).

**Norwegians and Koreans perceive the teams differently.** We analyzed mental models to see if there was a large difference in how locals and expatriates perceived the overall team dynamics (see Figure 5). There is significant difference in how each contingent rated the team as a whole. On average, Norwegians perceived the teams as having less oppositional behavior, and showing more dependence behavior.



**Figure 5.** Norwegian (A) and Korean (B) average mental model on the team as a whole

Looking at the SPGR vector level for mental models (see Table 3), differences on several vectors are statistically significant. Norwegians rated the teams significantly higher on: S1 Engagement, D1 Loyalty, D2 Acceptance, and C2 Task-orientation. Koreans rated the teams significantly higher on: O1 Criticism, O2 Assertiveness, W1 Resignation, W2 Self-sacrifice, and N2 Creativity. The only vectors without significant differences were S2 Empathy, N1 Caring, and C1 Ruling.

**Table 3.** How Koreans and Norwegians rate the whole team on each of the SPGR vectors

	Norwegians	Koreans
S1 Engagement	7.77*	7.01*
S2 Empathy	6.00	6.00
D1 Loyalty	7.77**	6.61**
D2 Acceptance	7.84**	6.38**
O1 Criticism	0.78**	2.83**
O2 Assertiveness	2.97*	3.72*
W1 Resignation	0.49**	2.41**
W2 Self-sacrifice	0.99**	3.12**
N1 Caring	7.13	6.52
N2 Creativity	0.64**	2.56**
C1 Ruling	4.17	5.19
C2 Task-orientation	7.13**	5.73**

Note: Norwegians  $n = 32$ , Koreans  $n = 259$  (list-wise deletion). \* $p < 0.05$ . \*\* $p < 0.01$  (two-tailed).

**Members of own contingent perceived as more active/influential in the team.** Table 4 shows how Koreans and Norwegians rated themselves and their counterparts on influence in the team. It is noteworthy that both contingents rated themselves to be more influential (larger bubble size in field diagram) than their counterparts. However, these findings were not found to be statistically significant.

**Table 4.** How each contingent rate themselves and their counterparts on influence

	Norwegian rater	Korean rater
Norwegian rated	1.7	0.4
Korean rated	-0.7	0.7

Note: Ratings by Norwegians  $n = 32$ , ratings by Koreans  $n = 259$  (list-wise deletion).

**Most teams found to operate on low LOP.** Table 5 shows assessment of LOP for all the teams; all teams within the case company were found to operate at a relatively low LOP. Two of the studied teams are shown in Figure 6, and exemplify teams at two different levels of purpose: *Reservation* and *Team spirit*. SPGR field diagrams for all teams can be found in Appendix 1.

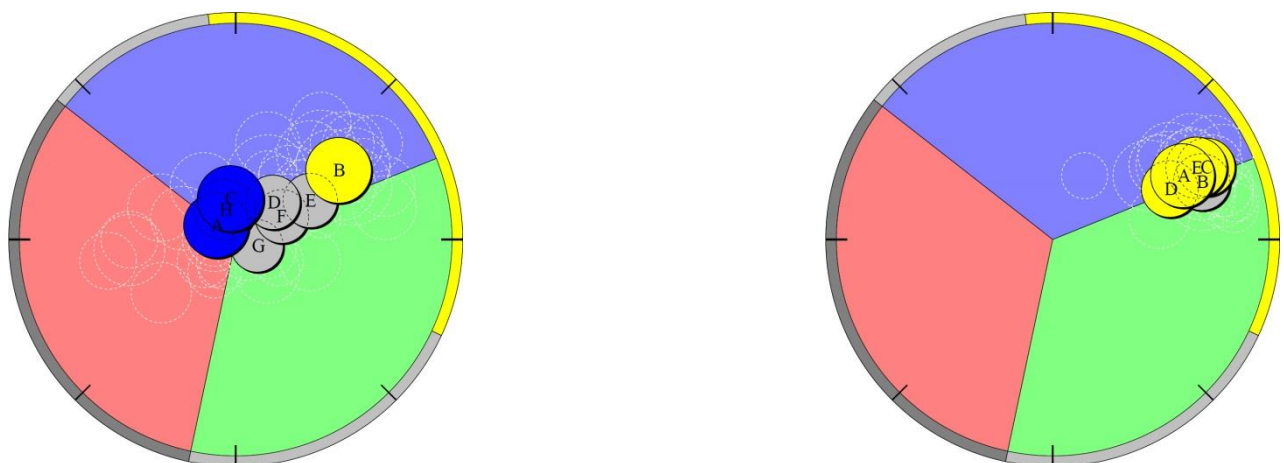
Management team 1 has many signs of being a team operating on the *Reservation* level. The mental models are unaligned, there is uneven participation between members, and several individuals have assumed fixed roles. Four team members are found to be careful and humble (D, E, F, and G), three to be rigid (A, C, and H), sticking to the rule, and somewhat dominant. Only one (B) shows tendencies of a relatively balanced specter of behavior. A static polarization also seems to exist between B and A, C, and H.

Project team 1, on the other hand, shows characteristics of a team operating at the *Team spirit* level. The mental models are relatively aligned, and the team has a clear leader who is consistently rated as more influential and other team members have aligned mental models regarding his behavior (person A). Furthermore, the team shows a low amount of oppositional behavior, and little or no polarization in the team.

The most important commonalities of the other teams are: relatively unaligned mental models, tendencies of non-complementing behavior (i.e. similar behavior among team members), and carefulness/passiveness. However, most of them have more members showing a relatively balanced, albeit static, behavior.

**Table 5.** Assessment of LOP for all teams

Reservation	Team spirit	Production	Innovation
Executive team 1	Project team 1		
Executive team 2			
Discipline team 1			
Management team 1			
Project team 2			



**Figure 6.** Qualitative assessment of the level of purpose of Management team 1 (left) and Project team 1 (right). The first team is an example of *Reservation*, while the latter an example of *Team spirit*.

To support the qualitative evaluation of the LOP for each team; we calculated the average standard deviation of the mental models, as seen in Table 6. The only team that was qualitatively determined to be operating on the *Team-spirit* level, also showed considerably more aligned mental models compared to the other teams.



**Table 6.** Assessment of mental models for all teams

	SD X	SD Y	SD Z	Weighted average* SD
Management team 1	5,68	3,91	2,78	4,39
Executive team 1	5,27	3,51	2,36	3,98
Executive team 2	6,29	2,84	2,85	4,22
Discipline team 1	6,15	3,47	2,51	4,35
Project team 1	3,17	1,87	2,01	2,42
Project team 2	4,24	2,60	2,51	3,24

Note: \* Weighted average is calculated as 40% of SD X, 40% of SD Y and 20% of SD Z, as recommended by Sjøvold (2015)

### Qualitative data

**Focus on functional versus national differences.** Although many cultural issues were reported, there was also considerable reluctance among many interviewees towards blaming cultural issues. Expatriates in senior positions pointed out that gaining insight into the local business situation allowed them to better understand the behavior of Koreans working in local companies, than explaining it based on culture. A common repeated message was that they considered individual differences much more important than cultural difference. They stated that the influence of national culture differences was greatly exaggerated. No interviewees agreed that stereotypes had a big influence in their own company, but some said that there might be more stereotyping in other companies.

Rather than focusing on national differences, many discussed differences between functional groups, such as desk engineers who mostly communicated via email versus surveyors who had much more face-to-face social interaction in their work. Others thought that people working in other companies were different, and that leadership and culture within separate companies had a larger impact than national culture.

Findings indicate that Koreans liked working in a Norwegian company, and would not prefer to return to a local company. The reason for this was the long office hours, as well as more autocratic forms of leadership found in local Korean companies. Moreover, it was reported that the Koreans worked with less friction with Norwegians than e.g. Americans or British.

**Long experience and stable working conditions.** The case company acts as a neutral third party between the owner of the vessel or rig being built, and the shipyard building it. The work of the case company is to certify that the design and construction is in accordance with relevant rules and regulations. This means that many tasks of the teams will be the same from project to project, even if the range of projects can be large. The company is split into functional units that look at specific aspects of the work being done. The company has three decades of experience in South Korea, and interviewees pointed out some lessons they had learned over those years.

South Korea was described as a very hierarchical society, although this was gradually changing, as young Koreans were seen as much more individualistic. The hierarchy is not limited to official positions, as a person's age is equally important, if not more so. To adapt to this, the case company would tactically use expatriate employees when they had to deliver criticism to an older person in another company. We also heard one example of a 70-year-old being hired to leverage his age in negotiations. Some expatriates expressed frustration at inefficiencies that were not stopped because people were just following orders. One Norwegian manager gave the following example:

The workers in the shipyards just follow orders, and often do not think for themselves. It is not unheard of that a module not ready for painting is moved into the paint-shop and painted if it is scheduled for this. This can easily happen up to five times before the module actually is ready for being painted.

(Norwegian Manager)

The scale of the ship building industry in South Korea makes it different from European shipyards. While at the Korean yards, there may be 10-20 concurrent projects, smaller European yards might focus on only one project at a time. Some owner companies that were not experienced in South Korea failed to understand the implications of this, and therefore expected much larger flexibility in resource allocation, than the Korean yard would provide. This caused some conflict between designers working for the owner and the yards, especially when the designers were working remotely. The designers, representing the owner, would sometimes assume

that they could make last minute changes in the design, which would cause serious disruptions in the production schedule at the yards. The designers were perceived as arrogant, because they thought that the conflict was due to lack of competence among the Korean engineers at the yard. Owner companies with more experience delayed commencing of construction, until the design was more finished to avoid this problem.

**Communication problems and cultural barriers.** While rejecting stereotyping, many interviewees did describe communication issues between Norwegians and Koreans. A frequently mentioned point was that Koreans are hesitant to admit mistakes and would sometimes try to fix the problem secretly, without involving others.

You'll sometime realize that he has been quietly trying to solve the problem by himself and only reported it when he realized that there was no way it would go away.  
(Norwegian Manager)

The reluctance of admitting mistakes was explained by fear of being fired, as might happen in a local company. In the case company, where making a mistake did not have as severe consequences, they were able to avoid that problems were concealed, at least to some degree. A similar problem was that for newly hired Koreans there was a barrier for asking for help and they preferred to ask other Koreans rather than Norwegians.

Communication was said to be complicated because Koreans may answer yes when requested to do something, while hinting that they disagreed with the proposed approach, or the feasibility of the request. Inexperienced Norwegians would miss these cues, and believe that the Korean had agreed to do something, only to find that it had not been done. More experienced Norwegians had learned how to avoid this problem, by having a more detailed conversation about the approach.

A complaint Koreans had about Norwegians, was that they did not have the same sense of urgency in bringing the projects forward. As one Korean put it:

Koreans mark all their emails as urgent, but Norwegians don't seem to feel that it's very urgent to respond.  
(Korean Expert)

Several interviewees pointed out that there was a difference in priorities, where Koreans were more likely to value effectiveness (speed of execution) while Norwegians valued efficiency (optimizing resources).

Some Koreans said that they felt Korean engineers were in general more decisive and better at making independent decisions. They contrasted this with the Norwegian consensus culture, and felt Norwegians always wanted to have prolonged discussions. Norwegians, on the other hand, felt that it was the other way around. They thought Koreans frequently wanted to discuss obvious decisions, just for the sake of discussion. They felt that Norwegians generally were more independent.

As seen, there were several communication problems, but a common theme was that many of them had been resolved over time. One story exemplifies this learning. Two identical rigs were being built consecutively, where one had large delays and cost overruns, while the second had exceptionally smooth execution. The key to the learning between the projects was to have a cross-organizational control team that handled the issues that arose in the second project.

## **Discussion**

Based on our initial understanding of relevant literature we expected there to be traces of a national role preference in individual behavior in the teams (Sjøvold and Park, 2007). Furthermore, there are traces of both the positive effects of mutual curiosity and learning (Dyer et al., 2013; Sjøvold, 2014) and negative effects of intergroup discrimination and distrust (Brewer, 2003). When interviewees described the team dynamics, the message was indeed mixed. At one hand, interviewees indicated that there was little tension between the contingents, and they described the collaboration as mostly harmonious. Tallying the findings of Belhoste and Monin (2013), most interviewees focused on individual and functional differences. Interviewees mostly rejected the notion that cultural stereotyping had a big impact in their organization.

When investigating the behaviors measured in the quantitative data, it seemed that those interviewees claiming cultural difference did not play a large role were right. Despite our expectations that respondents would be influenced by national role preferences, we did not find this in our results. In fact, the two main contingents

behaved surprisingly alike and there is only significant difference on the C2 Task-orientation vector, where Norwegians were rated a bit higher. This finding is interesting, as arguably, the tendency to assume fixed roles in low-LOP teams should cause national role preference to make a significant impact in such teams.

### *Explanations for similar behavior across contingents*

To try to understand how the difference could be so small, we probed deeper into the SPGR data to get a better understanding of the team dynamics. The average team dynamics lie between the Norwegian and Korean national role preferences (Sjøvold and Park, 2007), but have more control functions than both cultures respectively. The team dynamics are closer to the Norwegian preference on the synergy-withdrawal axis (S1 and S2 vectors versus W1 and W2 vectors), but closer to the Korean preference in terms of influence (bubble sizes). There are alternative explanations for these observations.

Firstly, the cultures in question have quite similar national role preferences, which might explain the ease with which they adjust. In Sjøvold and Park (2007), both Koreans and Norwegians score high on nurture functions, as opposed to Americans and Japanese. This was confirmed in our interviews as Koreans systematically stated that they enjoyed the Norwegian work style, and collaborated with less friction with Norwegians than Americans.

Secondly, looking beyond the national cultures, the pull towards the control function suggests that another external influence also affected the team dynamics. To identify what this is we first looked at whether it may be explained by a strong organizational culture, which arguably could have a large influence on team dynamics, similar to national culture. However, the similarities in behavior across different teams in the company are not significant, and as found in Richards and Dobyns (1957), it seems that each team has developed an independent culture.

Thirdly, we looked at the influence of the context. Working in an environment highly influenced by regulations and standard procedures, would arguably increase the frequency in which employees would employ task-oriented behavior to meet the demands of the context. Over time, teams will adjust their behavior according to the context, and since the Norwegians and Koreans in the studied teams are working in the same environment, this could explain why we do not see a large effect of national role preferences. The problem with this explanation is that all the teams were found to operate at a quite low LOP, partially due to very diverging mental models. Since low LOP is associated with assuming fixed roles, it seems likely that low-LOP teams would be more influenced by national role preferences.

The key to understanding the similarities in behavior could lie in the fact that the teams' context has a high degree of stability. The company had a strong organizational control system and worked on well-defined tasks with well-defined objectives. Although the complexity of the technology is high, it is more up to the yard and the owner companies to innovate and the case company to control according to regulations. The context is therefore quite stable, which means the teams have time to adjust to the context. Given the company's long experience in Korea, it seems reasonable to assume that most teams are already well adjusted to their context, and that this has a significant influence on their team dynamics.

### *Diverging mental models*

Teams seem well adjusted to the context, and as long as the context remains stable, teams can operate very efficiently at low LOP. However, the diverging mental models could be challenging. Interviewees did point out significant communication problems, despite expressing that there was a high degree of respect between the contingents. For instance, both Norwegians and Koreans complained that members of the other contingent seemingly needed to discuss obvious matters. This indicates that they did not fully understand the other party's concerns and were reluctant to consider their opinions.

To test whether the communication problems are reflected in the team dynamics we analyzed the SPGR data to look for systematic differences in the mental models. Significant differences in perception between the contingents were found on most vectors. In the average evaluation of the team as a whole, there is a large difference in where the dynamics are placed on the synergy-withdrawal axis. On the individual level, there is a slight tendency towards rating members of one's own culture as more influential in the team, than members of the other culture. This is in spite of interviewees saying they were not affected by stereotypes.

The difference in perception between the two contingents shows that Norwegians perceive the team dynamics as closer to vectors generally perceived as positive, such as S1 Engagement and D1 Loyalty, while

Koreans see it closer to rebellious behavior such as, O1 Criticism and O2 Assertiveness. We may use our findings from the interviews as well as Hofstede's dimensions in order to understand this discrepancy. According to Hofstede (Hofstede, 2014), Korean culture has a higher power distance, and as we found in our interviews, Korea is viewed as a much more hierarchical society. In a Norwegian work culture, even junior employees are expected to have an opinion and speak their mind, while in Korean companies this is not the case. There is also a large difference in the individualism dimension, with much higher individualism in Norwegian culture. All these factors might explain why the team dynamics in a Norwegian MNC may seem as engaged behavior to Norwegians, and as critical by Koreans in the same company.

The interviews revealed that there are differences in values across the contingents, such as Koreans prioritizing speed of execution, while Norwegians valued accuracy and avoiding waste. Communication problems between the contingents prevent effective resolving of these differences. Not only was there a reluctance to engage in discussions, but Korean new hires preferred to ask other Koreans for help. All these findings, different values, communication problems and low LOP, contribute to explain why systematic differences in the mental models prevail in the teams.

There is a tendency of both contingents rating members of their own contingent as more influential in the team. It seems that the communication problems that arise from language and cultural difference, might make an impact on how influential others are perceived. When someone from one's own contingent speaks, the familiar language and cultural framing could make the communication more familiar and easier to accept. In teams that operate on a higher LOP, and thus have more aligned mental models, team members contribute more equally, and we would probably not find this difference in perception of influence in the team.

### *Intergroup tensions*

Communication problems, in addition to nationality being a common basis for group identification, could potentially lead to problems with intergroup discrimination. As long as the group identification remains salient, biases influence group evaluations and this provides an explanation for the difference in mental models across the contingents. We saw evidence of these biases in some of the interviews, and particularly newly arrived Norwegians were likely to highlight differences based on a national difference perspective. Although more experienced Norwegians, more frequently used other perspectives, the SPGR analysis shows that the perception difference based on national background is still significant.

If team members do not spend sufficient time to fully understand each other, culturally founded preconceptions can remain entrenched in the mental models. In theory, the combination of group accentuation and low LOP could lead to high levels of conflict within the teams. However, we did not find evidence of clashes between contingents in the case company. Although there certainly were frictions, there still seemed to be mutual respect. We suggest three factors that allow this to happen, even when teams operate at low LOP.

Firstly, since the collaboration context is relatively stable, the employees were able to use techniques to work around specific problems. Common misunderstandings, such as Koreans hinting "no", while saying "yes", were resolved as the Norwegians gained experience. Very practical decisions were also made, such as hiring old negotiators or using expatriates to deliver difficult messages to older Koreans. Since the members of the two cultures in the case company had long experience with each other, they had gradually learned different ways to work around problems. These observations are similar to the explanation of the similarities in behavior that we have discussed.

Secondly, contact theory might explain how intergroup tensions are dampened. Employees and managers from both cultures, work at all levels in the case company. They work in close collaboration with each other, with no obvious differences in status. Therefore, group identification should be less salient, and tensions lower, which is what we found in practice.

Lastly, most respondents used a functional difference perspective, rather than a national difference perspective when they described their teams and their organization. Although our quantitative data revealed that culture still has a substantial influence on how they perceive each other, the functional perspective may help them look beyond culture when identifying the source of problems. An example of this is how communication problems with the yards were improved after the Norwegians had gained a better understanding of the yard's business situation.

### *Consequences for the teams*

Higher LOP is needed when new and unforeseen problems arise. Although many engineering teams may work very efficiently at lower LOP, the cultural complexity and interfacing with multiple other companies suggest that developing certain teams to higher LOP would be prudent. The low LOP found in the results might prevent the company from responding effectively to a crisis or to drastic changes in the dynamics of their industry. Raising it could increase the responsiveness of the organization. The question is whether it is worth the effort of developing the teams.

We saw one example where higher LOP made the collaboration between the contingents better. Project team 1 set itself apart in terms of operating on higher LOP. The interview data from this team also showed a high degree of mutual adaption and understanding between contingents in this team. Sjøvold (2014) suggests higher LOP will have smoother resolution of cultural differences. Although not conclusive, our findings seem to support this. Moreover, higher LOP might increase the learning in the case company. For example, the case company was able to learn in the case where two identical drill rigs were built consecutively. However, higher LOP could have enabled faster learning also during the first project.

High LOP is particularly important to management teams, as they are expected to operate in a more complicated context. Management teams are often the ones that first respond to new changes in the business environment and have to deal with unforeseen problems. Furthermore, managers are often considered as role models, and other employees may model their behavior (Mohrman et al., 1995). Therefore, developing the managing teams might have beneficial effects throughout the organization. This would support the case company's vision of having cutting edge innovations in technology and organizational development. For instance, they have several programs directed towards knowledge transfer within their organization, which is a process that requires people to take personal responsibility for the successful outcome. Without everyone's contribution, which in many cases involves speaking up when something is not functioning in a satisfactory manner, such initiatives will have little effect.

### **Conclusion**

The teams we have studied yielded some paradoxical results. On one hand, they displayed a mutual respect of each other's cultures and had very similar behavior. On the other hand, there were significant communication problems, and widely different mental models between the two groups. We propose that the similarities of behavior were mainly due a relatively stable context, which allowed the teams to adjust their team dynamics accordingly, in turn reducing the influence of national culture on their behavior. However, since the teams did not operate at a high LOP, large differences in mental models with clear cultural preconceptions prevailed in the teams. Stable context, high degree of contact and use of functional perspective prevented these biases from expressing themselves as intergroup discrimination. However, the low LOP, which is a consequence of diverging mental models, leaves the company less able to adjust, should there be large changes in the context. Although the studied teams' stable context did not require higher LOP with aligned mental models, they might face problems if the situation requires that the organizations respond to complex and unforeseen events.

### *How we extended previous research*

Our main contribution to research is to further understand the effects of LOP in cross-cultural teams. We show that when the context is simple, i.e. clear and stable, the national role preferences found in Sjøvold & Park (2007) can be sidelined even at low LOP in the teams. At the same time, our research has found that distinction between contingents still exist in the individuals' minds, even when their overall behavior is similar.

Our study contributes to the findings in Belhoste and Monin (2013), which suggested that experience, country experience, work experience and company tenure, is correlated with taking a functional perspective. Our findings are similar to those in that study, and thus add to its generalizability.

Although culture has been much studied, its impact on team dynamics in cross-cultural teams is still not well understood. Our study finds that although national culture, measured through Hofstede's dimensions, seems to have small impact on team behavior, it holds explanatory power regarding observed differences in mental models.

### *Contributions/Implications*

Although the teams operated in a stable context, allowing them to work effectively with a low LOP, it raises some concerns. Particularly the management and executive teams would arguably benefit from higher LOP. Similarly, there may arise situations where the teams will suffer from not being able to draw synergies from team dynamics associated with higher LOP. In general, diverging mental models represent an inhibitor for team development, that must be addressed in order to operate at higher LOP. The systematic deviation of the mental models between the contingents, indicates that enabling the teams to operate at higher LOP can be even more challenging in a cross-cultural team. The case company could probably increase their ability to learn, and to handle unforeseen events if they were to develop the teams to operate at a higher LOP.

### *Suggestions for further research*

It is unclear whether the national role preferences found in previous research is best explained by different national culture, or by differences context in different countries. The teams in the case company had average team dynamics significantly different from both respective contingents' national role preference. This call into question whether role preferences is in fact a cultural issue or simply one of context. Further research which controls for variations in industry and/or otherwise similar context may shed some light on how much is caused by culture, and how much is due to context.

Our research suggests that cultural differences do not necessarily have impact on team dynamics. However, it remains to be seen if our explanation holds when applied to a larger sample of companies. In the case that other companies, with otherwise similar traits to the case company, reveal significant differences in behavior between different national and cultural groups, research should try to establish some conditions for behavioral alignment beyond the requirements for same context. Potential factors could be initial similarities between the cultures, or amount of contact between contingents.

Many of the large communication problems between owners, class company and the yard were due to issues related to the business situation of the companies. These include power structures and organizational differences in the companies, as well as contractual differences across countries. It is unclear whether these issues can be characterized as cultural issues, some other kind of national property, or an industry-specific trait. Further research to provide a means of identifying and categorizing national traits would be helpful. A taxonomy for distinguishing between culture and other national aspects would provide more clarity in categorizing existing research.

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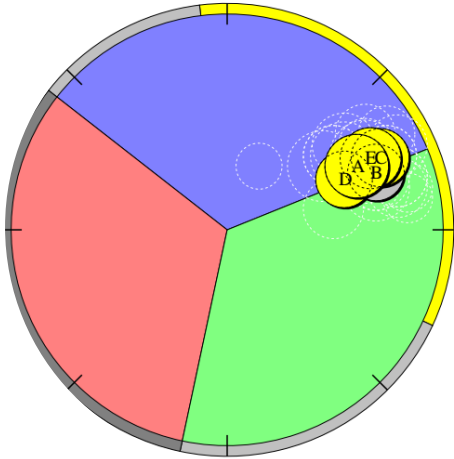
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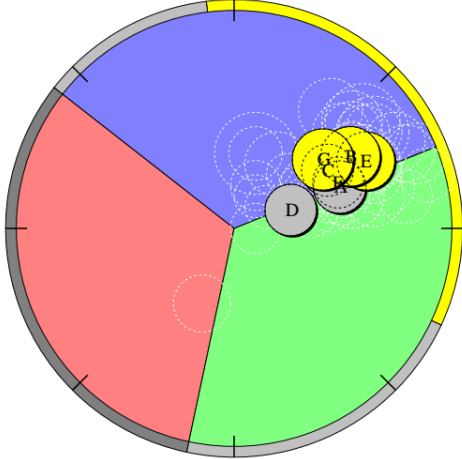


**Appendix I: Field diagrams for all teams**

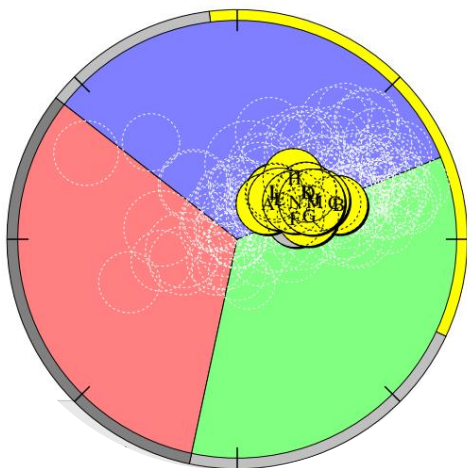
**Project team 1**



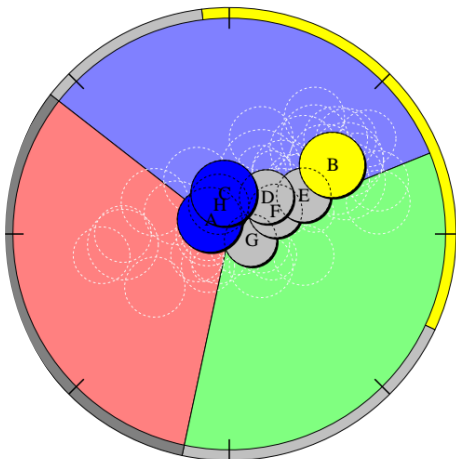
**Project team 2**



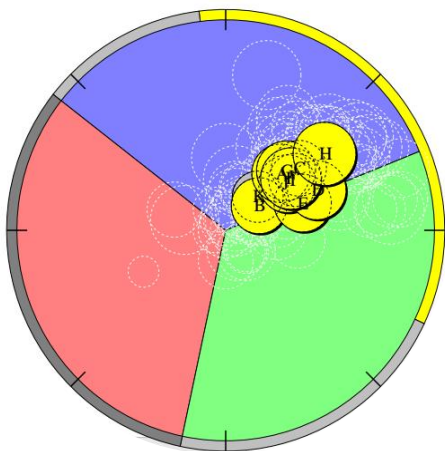
**Discipline team 1**



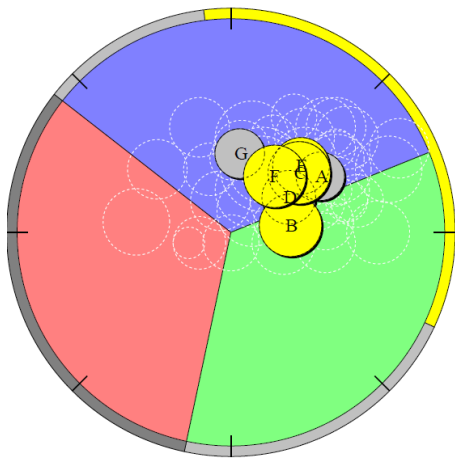
**Management team 1**



**Executive team 1**



**Executive team 2**



# **Cross-cultural teamwork: collaboration between expatriate communities and the local majority**

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## **Abstract**

This study looks at factors influencing cross-cultural collaboration between expatriates and local professionals in China, South Korea and India within the oil and gas and marine construction industry. We use both a qualitative and a quantitative approach. Team dynamics from 10 teams have been collected quantitatively and these data are combined with 33 interviews. The quantitative data are measured along the twelve dimensions stipulated in the SPGR-model. In our analysis we make a distinction between team behavior and team perception. We find that expatriates perceive other expatriates more positively compared to how they perceive locals, while locals show no such distinction in their perceptions. This finding has implications for cross-cultural teams as large incongruences in perceptions of the team, may hamper team development.

## **Keywords**

cross-cultural collaboration, expatriation, SPGR, mental models

## Introduction

Globalization and rapid technological development has led to an increase in the use of expatriates in multi-national companies (MNC). Consequently, successful collaboration in cross-cultural teams has become a necessity for these companies to succeed. Such cross-cultural teams are often found to have both positive and negative characteristics. While a mixture of cultures sometimes results in improved performance, as heterogeneity can stimulate curiosity within the team (Sjøvold, 2014), there is also a tendency that negative stereotypes develop (Dyer et al., 2013; Sjøvold, 2014). While there is a lot of research on culture (Carrol, 1982; Hofstede, 1980) and mono-cultural teams (Sjøvold and Park, 2007), there is still a need to build a better understanding of cross-cultural teams.

This study focuses on cross-cultural teams operating within the ship, and oil and gas (O&G) construction industry in three Asian countries: China, India and South-Korea. In Korea, complexity of these projects is increasing, as China is winning more contracts for less complex projects. In both locations, there have been severe cost overruns, quality issues and delays at several projects. The most extreme examples are found in the complex and expensive projects in Korea, such as Goliat and Gorgon. Goliat floating production storage and offloading (FPSO) facility exceeded the estimated costs of 31.3 billion NOK by 15.4 billion NOK, almost 50%. In addition, its production start was delayed by approximately 18 months (Eni Norway, 2015; Offshore Energy Today, 2014) and three workers lost their lives during the construction (Marshall, 2015). The Gorgon project's total costs increased to a staggering \$54 billion from the 2009 estimate of \$37 billion, a 46% increase (Addison, 2014). India has become a hub for added engineering capacity and the studied subsidiary is involved with the design of new vessels and installations. These projects require close collaboration in a large number of teams in order to be successful. A better understanding of team dynamics in cross-cultural teams might hold the key to smoother project execution in these large-scale projects.

For any team to succeed, it needs to solve its tasks and resolve problems in an efficient and effective manner. This requires its team dynamics to meet the demands of the context. More complex and changing contexts require teams to be able to continuously adjust their team dynamics (Sjøvold, 2014). Studies on in-groups and out-groups have developed our understanding of the dynamics that arise when people have different backgrounds (Brewer, 2003; Sumner, 1906). By taking inter-group theories to the team level, we hope to understand cross-cultural teams better. We want to investigate how team dynamics are complicated by the group identification created by different national cultures within the teams. More specifically, we address the question; "How does group identification influence collaboration between expatriates and locals in cross cultural teams?"

We combine qualitative and quantitative methods in order to answer the research question. The team members' perceptions of individual behaviors are used to describe the dynamics within the teams and each national group across the teams, hereafter referred to as different contingents (e.g. Chinese-, Indian-, Norwegian-, and Korean industry professionals). How individuals perceive themselves and their fellow team members is an important aspect of team dynamics, and is related to how teams adapt, learn and solve their tasks.

We found several significant differences in the expatriates' versus the locals' team behavior. Also in perception there were significant differences between expatriates and locals. Although many of our developed themes shared tendencies across the different countries, the described challenges were not the same. These themes were used when trying to explain the findings from the quantitative data, and revealed that a reasonable explanation for a finding in, for example, India cannot necessarily be applied to the Korean context even when findings appear to be similar.

## Theory

### *Collaboration in teams*

There exists extensive research on teamwork and collaboration, and many diverging theories exist in the field. Behavior can be understood by looking at how an individual interacts with the context (Lewin, 1942). Similarly, teams interact with the team context, by employing different group functions (Parson et al., 1953). The group functions are not just determined by tasks and requirements from the context, but researchers have suggested that they should be balanced according to team members' individual preferences (Schutz, 1958). While Shultz focus on individual needs, Bion (1961) developed a theory where team dynamics need to be balanced according the *emotional assumptions* in human nature in order to be effective.

When Tuckman (1965) introduced his theory on development in stages for small groups, the timing coincided with a large focus on team organization within the business community, and the theory attracted significant attention (Bonebright, 2010). Mills (1984) relates the development model to the balancing of team functions by suggesting that development happens as the team members master more functions. The notion that all teams follow a similar path towards maturity has been criticized, as these findings were not reproducible outside of laboratory research (Bushe and Coetzer, 2007). According to McGrath (1991) the explanation lies in the group's context, as groups operating in completely different environments cannot be expected to follow the same deterministic path, thus bringing the theory back to the basic understanding established by Kurt Lewin.

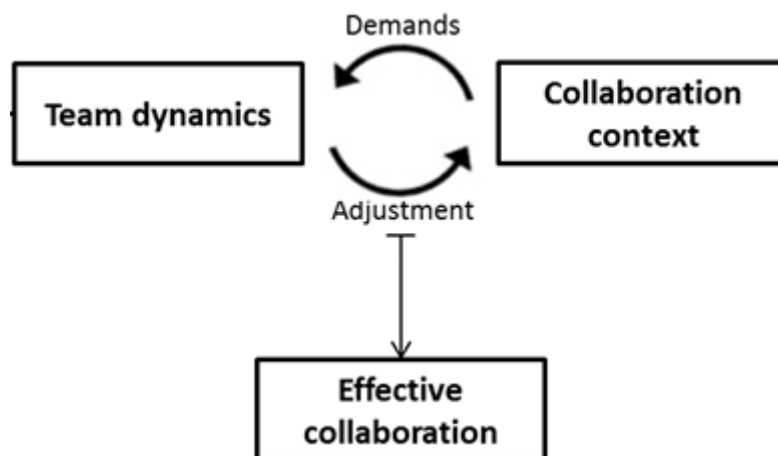
Sjøvold (2002, 2006, 2014) proposes the Spin theory for teams. The Spin theory subscribes to the notion that teams should be studied on the level of team dynamics, and that these must be understood in conjunction with the specific context in which the team operates. Research based on the Spin theory should therefore be able to capture the dynamics that take place in teams. Bales et al. (1979) introduced a method for recording social transactions at the exact time at which they take place, called SYMLOG. Building on the psychometrics of SYMLOG, Sjøvold (2002) introduced SPGR (Systematizing Person-Group Relation), as an operationalization of the Spin theory.

Spin theory uses four group functions as outlined in Table 1. These group functions are closely related to constructs found in earlier team theories, including the four modes of Parson et al. (1953), phases in Tuckman (1965) or socio-emotional assumptions (Bion, 1961), etc. In Spin theory, they are labeled *control*, *nurture*, *opposition and dependence* (Sjøvold, 2006).

**Table 1.** Four group functions (Sjøvold, 2006)

Function	Behavior
Control	Active, analytical, task-oriented or even autocratic
Nurture	Caring, empathic or even spontaneous
Opposition	Critical, assertive or even self-sufficient
Dependence	Passive, conforming, and obedient

A central concept of Spin theory is that team functions should be adapted according to demands from the team's context in order to be efficient. If the team for instance needs to change direction it can be handled by opposition functions, while when the direction is set and there is a lot of work that needs to be done, the team needs dependence functions to do the work (Sjøvold, 2006). For some teams, the context can be very dynamics and changing. For instance, innovation teams or management teams will frequently encounter new events, which require them to find a new response. For such teams, they need to be able to quickly adjust their team dynamic in response to new events. This constant adjustment to the context is illustrated in Figure 1. When team dynamics are well adjusted to the current context, it is in *balance* (Sjøvold, 2006). While earlier concepts of balance such as Mills (1984) view it as a static concept, spin theory emphasizes that the balance should rather be a dynamic balance, which is able to restore itself in response to changes in external influence.



**Figure 1.** Teams must adjust their team dynamics to match the context in order to be effective and efficient

**Level of purpose.** How skilled the team needs to be at adapting their team dynamics depends on the stability of the context. Teams operating in a structured and predictable context rarely need to adjust their team dynamics, while other teams constantly need to adjust. In Spin theory, the ability to adjust is conceptualized as *level of purpose* (LOP) and is separated into four tiers: *reservation*, *team spirit*, *production* and *innovation* (Sjøvold, 2014). Teams operating at reservation typically have fixed roles, and their work is coordinated by a leader. At team spirit, there is a greater degree of group cohesion, but still a clear leader. At production, team members participate equally and find ways to improve their workflow. At the highest level, innovation, team members question the team's approach and purpose at a fundamental level, and are able to account for sudden and unforeseen changes in the context.

**Mental models.** For teams to change their dynamics, they need to be able to employ opposition functions without creating destructive conflicts within the teams. For this to be possible, members should have a common understanding of each other and the team as a whole (Sjøvold, 2014). In reality, people will have diverging *mental models*, which means different models created in the mind that we use to interpret the world (Johnson-Laird, 1986: 10). Since we are dependent on our own mental model to understand the world, fully understanding the perspective of another person can be completely impossible (Hutchins, 1993; Hutchins, 1995). Not only does this make it challenging to transfer expert knowledge (Rouse and Morris, 1986), but it makes it harder to create common expectations for team interactions (Mathieu et al., 2000: 275). Without such common expectation, it is hard to coordinate a quick change in use of group functions. In addition to being a prerequisite for operating at high LOP, working to align mental models in the team can also reduce misinterpretations, frustration, and conflicts in teams (Sjøvold, 2014). Studying mental models is therefore central part of our research.

**Polarization and conflict in teams.** Being forced to change, and using opposition functions, can cause disagreements in teams. Moreover, different preferences for group functions between different subgroups within a team can create polarization in the group. When such polarizations prevail over time, it can become a state of conflict Sjøvold (2006). Polarization and conflict has been studied using different definitions of the terms, and findings vary with both positive and negative effects of conflict being identified (De Dreu and Weingart, 2003). Positive effects include new perspectives and increased creativity (Amason, 1996; De Dreu and Van de Vliert, 1997; Simons and Peterson, 2000). Negative effects include excessive cognitive load (Carnevale and Probst, 1998), reducing creativity and cognitive flexibility (Sweller, 1988). To understand whether a conflict will increase, or decrease creativity in a team, we need to distinguish between different types of conflict. de Wit et al. (2012) distinguish between *task conflict* and *relationship conflict*, suggesting that the former can increase creativity, while the latter is mostly negative for the collaboration. In Spin theory terms, temporary polarization may frequently be necessary to respond to a changing context, while static polarization becomes an unhelpful state of conflict. Therefore, teams operating at high LOP can be expected to have many rapidly changing polarizations. A team operating at low LOP faced with a large change in context, may not be able to get out of the resulting polarization, and be locked into a state of counterproductive conflict.

## Culture

Cross-cultural teams will be influenced by the national cultures of their members. Culture is defined as the collective programming of the mind, separating one group from another (Carrol, 1982; Hofstede, 1980). Mixing members from different cultures might result in development of negative stereotypes and antisocial behavior (Dyer et al., 2013; Sjøvold, 2014). However, differences may also increase curiosity and increase LOP (Sjøvold, 2014). Whether viewed as positive or negative, it is important to have an understanding of cultural differences in order to communicate well, avoid conflicts, being able to motivate, manage in the best way, et cetera (Adler and Gundersen, 2008). The six dimensions developed by Hofstede (Hofstede, 1980; Hofstede and Bond, 1988; Hofstede et al., 2010) is widely applied in research, but has been criticized, in part for its methodology (McSweeney, 2002), and also for its use of sovereign nations to create distinctions between different cultures (Jones, 2007).

Differences in team dynamics in different countries has been studied by Sjøvold and Park (2007). In their research, they found that among USA, Norway, Korea, and Japan; Norwegian and Korean teams showed the largest similarity in team dynamics. These findings illustrate that there is not direct relationship between Hofstede's dimensions and team dynamics, as Hofstede's results show a clear divide between Eastern and Western cultures, which was not found in team dynamics.

There has also been extensive research on organizational culture. Organizational culture can be defined as patterns of beliefs and expectations shared by the members in the organization, which strongly shape the behavior of individuals and teams (Schwartz and Davis, 1981). Teams within the same company should therefore be expected to be influenced by the company's organizational culture. Richards and Dobyns (1957) find that, while teams are influenced by the organizational culture, teams can also develop their own unique team culture. Consequently, our research should take three levels of culture into account: national-, organizational-, and team culture.

### *Intergroup relations*

Sumner (1906) coined the terms in-group and out-group to explain the human sense of *us* as opposed to *them* in social interactions. When defining what group you are part of, the in-group, you also define who is not a part of your group, the out-group (Allen et al., 1983). The basis for defining the group can for instance be based on ethnicity, organization, social class etc. (Brewer, 2003). Experiments have shown that any arbitrary distinction between people can be enough to trigger intergroup dynamics (Wilder, 1984). Any individual can therefore identify with multiple groups in different situations, and triggers in the current situations will determine which group identification is the most salient (Brewer, 2003). Regardless of how the groups were initially created, we tend to form perceptions of the groups, and are prone to notice anything that confirms these beliefs; this is known as *category accentuation* (Brewer, 2003). Furthermore, people considered to be in the same in-group have more influence on an individual's behavior (Rohrer et al., 1954). In a team where membership of that team has become a salient source of group identification, there can be established group norms that continue to influence individual behavior within that team, even if team members are gradually replaced (Jacobs and Campbell, 1961; MacNeil and Sherif, 1976).

In-group members are seen as more similar to yourself, while out-group members are perceived as different; this gives rise to intergroup conflict and can cause discriminatory behavior (Brewer, 2003). Different researchers find that both the team and the overarching organization should form salient forms of group identification in order to maximize performance, and ensure effective inter-team collaboration within an organization (Fong and Lung, 2007; Richter et al., 2006). However, if nationality is a more salient source of group identification than membership in the same team, or organization, this could potentially cause problems in cross-cultural teams. In cases of intergroup tensions, the most well-established theory for dampening conflict is the contact theory, proposed by Allport's (1979). Pettigrew and Tropp (2006) showed that contact as a means for reducing intergroup tensions has wide generalizability. Therefore, we may expect that nationality becomes a less important source of group identification when members of different nationalities work closely in the same teams.

We can draw a parallel between intergroup relations and the findings from Belhoste and Monin (2013). In this study, rooted in social constructionism, the authors find that nationality was not frequent as a basis for discussing differences in collaboration between expatriates and locals in Indian branches of French companies. Locals, in particular, used other perspectives, such as focusing on functional or social differences. The group most likely to use a national difference perspective was expatriates with less experience in the particular country. If these findings can be generalized, we might expect to find that locals are less likely than expatriates to define in-group and out-group membership on the basis of nationality, and that expatriates will be less likely to do so if they have more experience in the specific country.

### **Methodology**

This study is an embedded multiple-case study (Yin, 2014) on a Norwegian MNC's operation in India, and another Norwegian MNC's operation in Korea and China. The data are both qualitative and quantitative, collected through two case studies, both part of a larger research project, running from 2012-2016, aimed at understanding leadership, team dynamics and knowledge flow in complex and changing environments. The first case study was conducted in 2014 and has data on Norwegian-Indian teams collaborating virtually. In this case, we will refer to the Indians as locals and Norwegians as expatriates, as the projects were based in the Indian subsidiary. The second case has data from cross-cultural teams in Korea and China. In total, there are data from the two case companies, as well as four other collaborating MNCs, all involved in the shipbuilding and O&G-construction industry. All companies and individuals involved in the study have been anonymized.

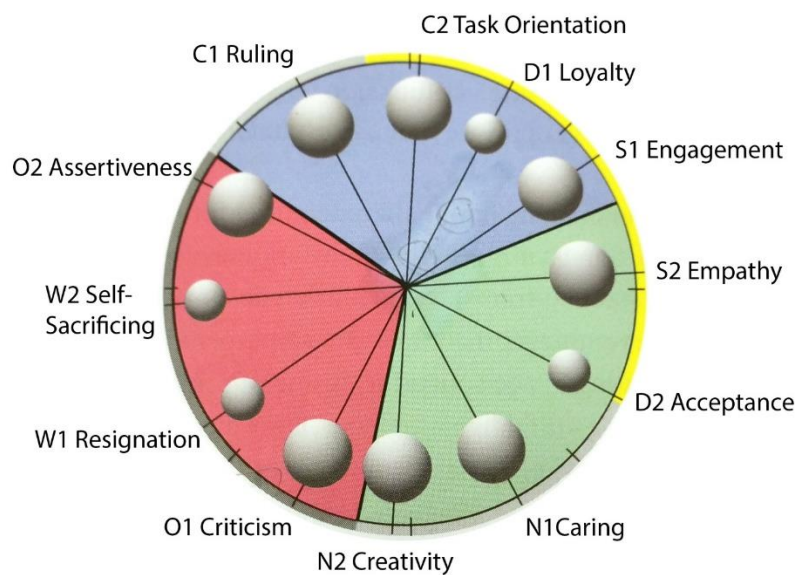
### Qualitative data

One round of semi-structured interviews was conducted in India by our fellow researchers, while we did one round in China and Korea. Semi-structured interviews were chosen based on the criteria suggested by Chadwick et al. (1984). Additionally, we had on-site observations at two major Korean shipyards as well as visits to two offices in the local company in Korea and two offices in China. McCracken (1988) stresses that interviews should be recorded and transcribed, which we have done before analyzing them in accordance with theory, using *Dedoose* for coding (collaborative, cloud-based software).

### Quantitative data

The quantitative data were collected using the 24-item SPGR survey (Sjøvold, 2002). The respondents rate each team member, including themselves, on what behavior they rated typically displays in the team. For each question, respondents rated frequency of this behavior on a range from 0-2: “seldom occurred” (0), “sometimes” (1), and “often or always” (2). The questions were given in Norwegian or English, with a supporting Korean or Chinese explanation text where applicable, and were collected through a web portal. The survey has a well-documented construct and predictive validity (Sjøvold, 2002; Sjøvold, in press).

The questions are paired so that each pair measures the same behavior, measured along a SPGR vector (see Figure 2). This adds up to 12 vectors which are used to visualize the data on the SPGR field diagram; a description of the vectors can be found in Table 2. These diagrams reveal intra-group polarizations and mental models on team dynamics (Sjøvold, 2002), as they display perspectives or roles positioned according to individuals’ behavior.

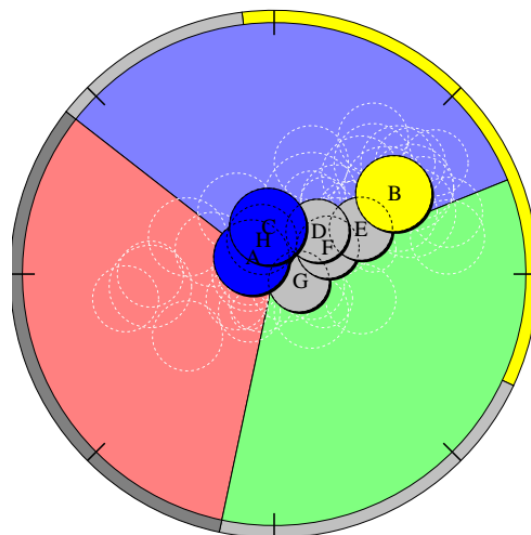


**Figure 2.** The twelve vectors measured in the SPGR-survey shown on the field diagram (Sjøvold, 2014)

**Table 2.** The 12 SPGR vectors and associated survey items (Sjøvold, 2014; Sjøvold and Park, 2007)

Vector	Code	Associated items from survey (2 items)
Task-orientation	C1	Effective, self-confident, dares to take the lead; Analytical, unbiased, rational
Ruling	C2	Principled, detail-oriented, stubborn; Direct, controlling, demanding
Loyalty	D1	Diligent, dutiful, loyal; Cautious, reliable, willingly assumes duties
Acceptance	D2	Informal, considerate, views everyone as equals; Faithful, friendly, shows respect to everyone
Caring	N1	Pleasant, sympathetic, adaptable; Thoughtful, trusting, thinks the best of everyone
Creativity	N2	Anxious, tense, doubts own abilities; Emotional, unpredictable, untraditional
Criticism	O1	Non-committal, impulsive, demands attention; Self-centered, provokes conflict, uncooperative
Assertiveness	O2	Closed, self-motivated, a loner; Persistent, tough, competitive
Engagement	S1	Committed, determined, makes constructive contribution to cooperative efforts; Cooperative, supportive, accommodating
Empathy	S2	Caring, supportive, encouraging; Extroverted, open, acknowledges others
Resignation	W1	Disheartened, discouraged, lethargic; Withdrawn, obstinate, apathetic
Self-sacrifice	W2	Self-sacrificing, self-pitying, complaining; Reserved, distant, withdrawn

Figure 3 is an example of a field diagram from one of the teams in this study. Each circle represents an individual where the circle size illustrates the individual's influence in the team. The circle color can take the color from one of the sectors, green, blue, and red, which then means this person typically assumes a fixed role corresponding with this sector, i.e. nurturing, controlling, and oppositional. Gray color means they are less influential and let other persons take the lead, while yellow means they can assume several roles and shift between these. Higher LOP teams are often characterized by individuals with equal influence in addition to non-fixed roles, yellow circles. Polarization in the team exists when two or more clusters of circles with relatively large distance between them. All individual ratings are shown as dotted white circles, and give indication on how aligned their mental models are. Mental models have also been analyzed quantitatively by taking the mean of each individual's standard deviation on all individual ratings of this person.



**Figure 3.** Example of a SPGR field diagram. Colors represent roles, dotted lines show mental models and circle size represents influence in the team.

By looking at the vector data directly, one can investigate team dynamics at a more granular level than what is seen in the field diagrams. Furthermore, it allows for statistical testing to see if there is significance in observed differences. We ran T-tests (two-tailed, homoscedastic) on different segmentations, mostly expatriates versus



locals. While the field diagram is a great tool for grasping the team dynamics intuitively and determining the LOP which a team operates at, it is less useful for statistical analysis on aggregated data samples.

### *Empirical data*

In the first case, seven individuals were interviewed for 50-80 minutes. Of these, three were Indians and four Norwegians. All, except one Norwegian, were part of the cross-cultural virtual teams, from which SPGR data has been gathered. One Indian and two Norwegians were in managing positions.

In the second case, a total of 26 individuals were interviewed for 36-80 minutes. 13 Norwegian and one Danish expatriate working in Korea, and 10 Koreans working in their home country. Furthermore, there was one Greek and one Hong Konger in China. Of the 26, six interviewees worked in other companies collaborating with the case company. The interviewees were mostly managers or senior engineers. All interview subjects were selected on the criterion that they collaborated with Koreans and Norwegians on a daily basis.

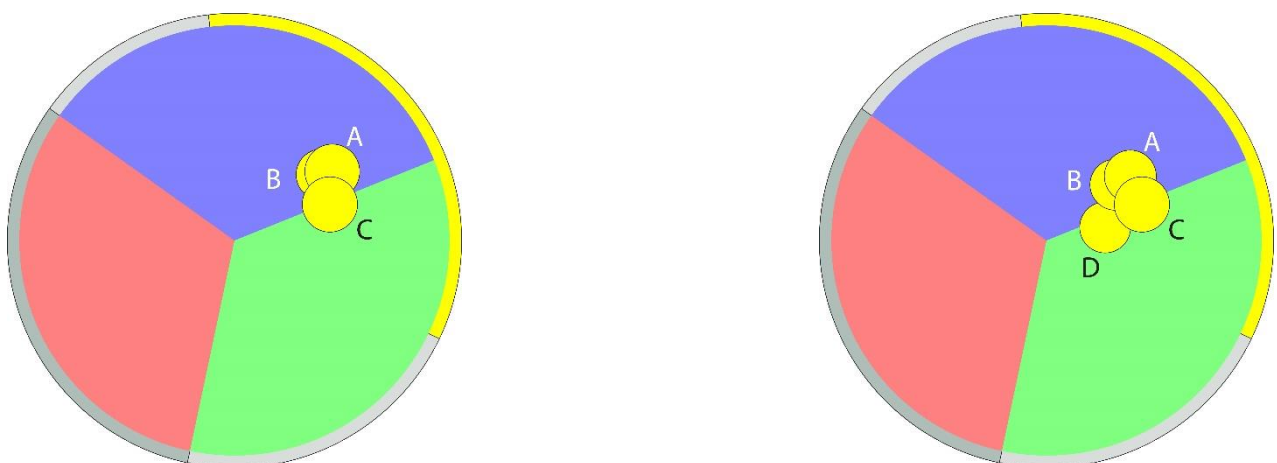
The Korean dataset constitutes a large part of the total dataset. Due to the large relative size of the Korean dataset, analyses performed on the total dataset will be dominated accordingly. Furthermore, there is an unbalance between the number of expatriates and locals which have filled out the survey. These factors are taken into account when interpreting the findings.

## **Results**

### *Quantitative data*

Using the SPGR survey results, we have made analyses distinguishing between measures of behavior and mental models in the teams.

**Team behavior.** Segmenting on national contingents and plotting the averages of the survey data gives the diagrams in Figure 4. The left side shows the average behaviors for expatriates (A) and locals (B) for teams in India. The average team behavior for a large amount of Norwegian teams found in Sjøvold and Park (2007) has been added for comparison (C). As seen, the two contingents are very similar to each other, but expatriates are closer to the synergy functions and have slightly larger influence (bubble size). Similar patterns can be seen in Korea shown in the right figure. Average behavior from a large amount of Korean teams has been added for comparison (D).



**Figure 4.** Average behavior of expatriates (A) and locals (B) compared to average for Norwegians (C) and Koreans (D). Left side shows teams in India and right side shows teams in Korea.

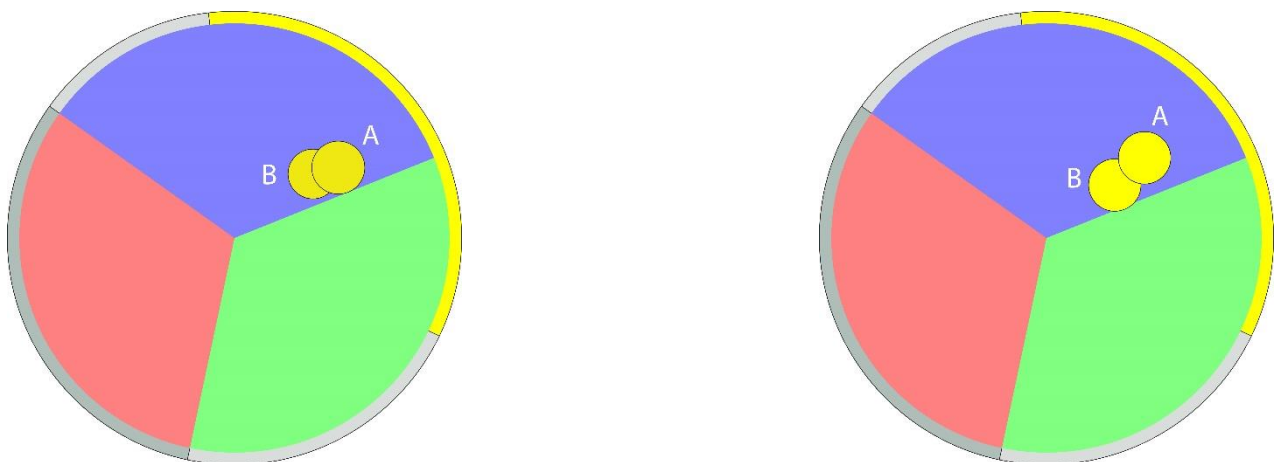
Figure 1 only displays the average values on how the persons have been rated. Looking at the 12 SPGR vectors directly provides a more nuanced picture. Table 3 shows the average behavior on SPGR vectors for expats on teams from the entire dataset. The statistically significant differences are that expats are rated higher on D2 Acceptance and C2 Task-orientation. The locals, on the other hand, are rated higher on O1 Criticism, W1 Resignation, W2 Self-sacrifice and N2 Creativity.

**Table 3.** Average behavior within SPGR vectors in all teams

	Expats	Locals
S1 Engagement	7.25	7.17
S2 Empathy	6.55	6.31
D1 Loyalty	6.90	6.92
D2 Acceptance	7.22**	6.60**
O1 Criticism	1.87*	2.36*
O2 Assertiveness	3.34	3.59
W1 Resignation	1.43*	1.87*
W2 Self-sacrifice	1.86**	2.53**
N1 Caring	6.79	6.60
N2 Creativity	1.45**	2.11**
C1 Ruling	4.88	5.11
C2 Task-orientation	6.45*	5.91*

Note: Expats n = 154, Locals n = 399 (list-wise deletion). \*p < 0.05. \*\*p < 0.01 (two-tailed).

**Mental models.** The Figure 5 shows the average mental model for expatriates (A) and locals (B) for teams in India on the left side, and for Korea on the right side. There are larger differences in the mental models, than what was seen for behavior in Figure 4, but the direction is similar. The expatriates are closer to the synergy functions, while the locals perceive team dynamics closer to the opposition functions.



**Figure 5.** Average mental model on the team as a whole as rated by expatriates (A) and locals (B). Left side shows teams in India and right side shows teams in Korea.

**Own countrymen perceived as more active/influential in the team.** Table 4 shows the average rating on how influential and active expats and locals are perceived by themselves and their counterparts. On average, all contingents rate themselves higher on how active/influential they are in the team. While the trend is the same for every contingent, it is only statistically significant for the expatriate groups for the entire dataset and for the Indian-Norwegian context.

**Table 4.** How locals and expats rate themselves and their counterparts on influence within the team

	Expats rated	Locals rated
Entire dataset		
Expats	1.46**	-0.11**
Locals	0.48	0.92
Indian-Norwegian context		
Expats	1.93**	-0.25**
Locals	0.08	0.52
Korean context		
Expats	1.03	-0.10
Locals	0.15	0.73

Note: Entire dataset: Expats rating expats n = 79, Expats rating locals n = 75, Locals rating expats n = 107, Locals rating locals n = 292 (list-wise deletion). Indian-Norwegian context: Expats rating expats n = 42, Expats rating locals n = 16, Locals rating expats n = 24, Locals rating locals n = 23 (list-wise deletion). Korean context: Expats rating expats n = 35, Expats rating locals n = 51, Locals rating expats n = 71, Locals rating locals n = 221 (list-wise deletion). \*p < 0.05. \*\*p < 0.01 (two-tailed).

To uncover differences in how contingents perceive themselves, compared to how they perceive others, we have looked at average ratings for four different sets of ratings: expatriate rating expatriate; expatriate rating local; local rating expatriate; and local rating local.

Table 5 shows the results of this analysis when applied to the entire dataset. We have used two-tailed, homoscedastic T-tests to test whether the expats or the locals rate the two contingents significantly different from each other. We see that expatriates overall rate other expatriates significantly higher on S2 Empathy, D2 Acceptance and C2 Task-orientation. Locals on the other hand, do not rate locals and expatriates significantly different on any of the vectors.

**Table 5.** How locals and expats rate themselves and their counterparts along the SPGR vectors in all teams

	Expats rating expats	Expats rating locals	Locals rating expats	Locals rating locals
S1 Engagement	7.47	7.05	7.10	7.20
S2 Empathy	6.61**	5.57**	6.51	6.50
D1 Loyalty	6.92	7.38	6.89	6.80
D2 Acceptance	7.41*	6.66*	7.08	6.59
O1 Criticism	1.57	1.51	2.09	2.58
O2 Assertiveness	3.23	3.34	3.42	3.65
W1 Resignation	0.86	0.99	1.86	2.10
W2 Self-sacrifice	1.06	1.54	2.45	2.79
N1 Caring	6.75	6.33	6.82	6.66
N2 Creativity	0.92	1.24	1.84	2.33
C1 Ruling	4.41	4.31	5.24	5.31
C2 Task-orientation	6.92**	5.91**	6.10	5.91

Note: Expats rating expats n = 79, Expats rating locals n = 75, Locals rating expats n = 107, Locals rating locals n = 292 (list-wise deletion). \*p < 0.05. \*\*p < 0.01 (two-tailed).

Table 6 shows the same analysis as Table 5, but only includes data from the teams located in India/Norway. In this dataset we see that the expatriates rate other expatriates higher on the same vectors as found in the total, but only statistically significant for C2 Task-orientation. No other differences in rating are statistically significant in these teams.

**Table 6.** How locals and expats rate themselves and their counterparts within the SPGR vectors in the teams located in India/Norway

	Expats rating expats	Expats rating locals	Locals rating expats	Locals rating locals
S1 Engagement	7.00	6.50	6.50	6.88
S2 Empathy	6.73	5.37	6.12	6.78
D1 Loyalty	6.56	6.64	6.31	7.17
D2 Acceptance	7.00	6.64	6.59	6.58
O1 Criticism	1.67	1.41	1.04	1.97
O2 Assertiveness	2.42	1.98	3.48	4.03
W1 Resignation	0.75	0.28	0.94	1.97
W2 Self-sacrifice	0.70	0.71	2.07	2.36
N1 Caring	6.24	5.65	6.50	6.88
N2 Creativity	0.97	0.71	1.60	1.97
C1 Ruling	4.25	3.25	4.80	5.80
C2 Task-orientation	6.83**	4.52**	5.18	6.19

Note: Expats rating expats n = 42, Expats rating locals n = 16, Locals rating expats n = 24, Locals rating locals n = 23 (list-wise deletion). \*p < 0.05. \*\*p < 0.01 (two-tailed).

Table 7 shows the ratings for the teams in Korea. For these teams, the vectors that are statistically significant are identical to those for the total.

**Table 7.** How locals and expats rate themselves and their counterparts within the SPGR vectors in the teams located in Korea

	Expats rating expats	Expats rating locals	Locals rating expats	Locals rating locals
S1 Engagement	8.01	7.36	7.00	7.02
S2 Empathy	6.33**	5.67**	6.21	6.23
D1 Loyalty	7.23	7.53	6.81	6.60
D2 Acceptance	7.94*	6.82*	7.00	6.34
O1 Criticism	1.49	1.11	2.42	2.89
O2 Assertiveness	4.07	3.41	3.34	3.72
W1 Resignation	0.90	0.97	2.32	2.40
W2 Self-sacrifice	1.36	1.42	2.80	3.18
N1 Caring	7.23	6.65	6.62	6.51
N2 Creativity	0.71	1.15	2.04	2.62
C1 Ruling	4.58	4.43	5.03	5.13
C2 Task-orientation	7.10**	6.38**	6.11	5.62

Note: Expats rating expats n = 35, Expats rating locals n = 51, Locals rating expats n = 71, Locals rating locals n = 221 (list-wise deletion). \*p < 0.05. \*\*p < 0.01 (two-tailed).

**Most teams found to operate on a low level of purpose.** Each team has been qualitatively assessed at which LOP they operate, complemented with a quantitative analysis of the mental models, calculated as mean standard deviations of all ratings on each team member (see Table 9). All teams were found to be operating at a relatively low LOP (see Table 8). Two teams are shown in Figure 6, and exemplify teams at two different levels of purpose: *reservation* and *team spirit*.

The Chinese team (Figure 6 right) shows several signs of operating on the *team spirit* level. Firstly, its mental model was found to be one of the most aligned of all teams. Secondly, the team has a clear leader (E), who is the most influential in the team. Thirdly, the team shows little signs of oppositional behavior, and fourthly, the team members have fairly similar average behavior, and no fixed polarization. Lastly, most team members show tendencies of a relatively balanced specter of behavior.

The Korean executive team 2 (Figure 6 left) shows tendencies of operating on the *reservation* level. The mental models are quite unaligned; the weighted mean standard deviation is one of the highest of all teams. The team shows more oppositional behavior than the Chinese team. Three out of seven team members are found to be careful and humble; three others were much more dominating than the rest.

The other teams showed the same tendencies as either those of the Chinese team, which would place them to be operating at team spirit LOP, or the same tendencies as the Korean executive team 2, which would indicate operation at reservation LOP.

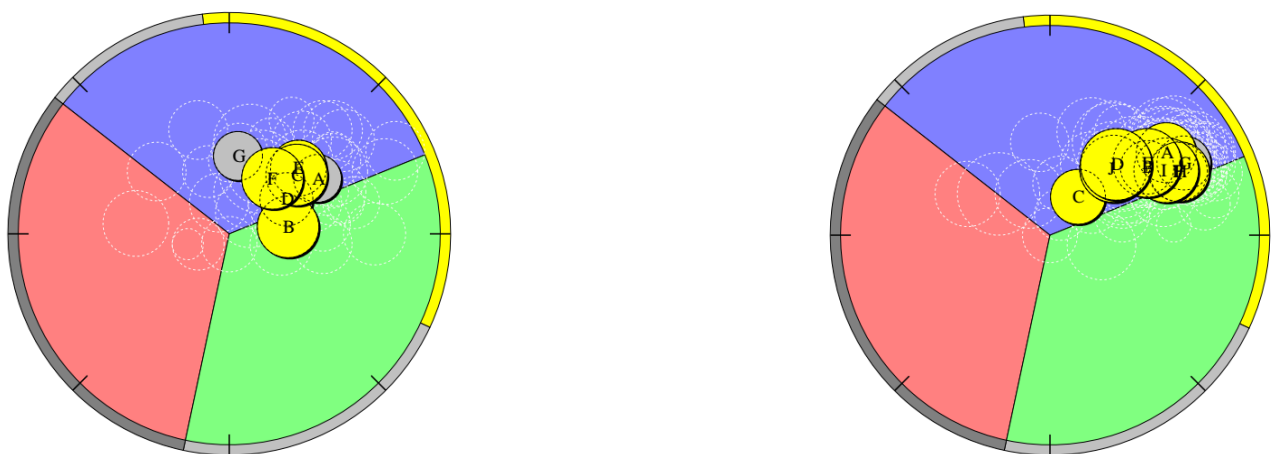
**Table 8.** Assessed level of purpose of all teams

Reservation	Team spirit	Production	Innovation
Korean management team 1	Indian virtual team 1		
Korean executive team 1	Indian virtual team 2		
Korean executive team 2	Indian virtual team 3		
Korean discipline team 1	Korean project team 1		
Korean project team 2	Chinese team		

**Table 9.** Weighted average standard deviation of mental model within each team

Team	SD X	SD Y	SD Z	Weighted average* SD
Chinese team	3.70	2.24	2.25	2.83
Indian teams				
Virtual team 1	4.70	3.00	2.08	3.49
Virtual team 2	5.16	3.70	2.56	4.06
Virtual team 3	4.26	2.99	2.88	3.48
Korean teams				
Management team 1	5.68	3.91	2.78	4.39
Executive team 1	5.27	3.51	2.36	3.98
Executive team 2	6.29	2.84	2.85	4.22
Discipline team 1	6.15	3.47	2.51	4.35
Project team 1	3.17	1.87	2.01	2.42
Project team 2	4.24	2.60	2.51	3.24

Note: \* Weighted average is calculated as 40% of SD X, 40% of SD Y and 20% of SD Z, as recommended by Sjøvold (2015)



**Figure 6.** Qualitative assessment of the level of purpose of the Korean executive team 2 (left) and the Chinese team (right), team to the left is an example of reservation, while the team to the right is an example of team spirit.

### Qualitative data

There are both similarities and considerable differences in how cross-cultural teamwork, and the challenges with it, was described across the three countries we have studied. Many themes appeared in multiple locations, but influenced the teamwork differently.

**Speaking up.** In all three Asian countries, the expatriates expressed that the locals were not speaking up sufficiently, nor actively seeking information or pointing out errors. The reason given for this was mostly that behavior that could be seen as challenging the boss was not acceptable in typical local companies, and so, the employees were afraid to act differently. One Norwegian manager in India said:

It is harder to be the boss in India, because if you make a mistake, no one will tell you.  
(Norwegian manager in India)

The suggested explanations for this behavior varied in the different locations. In South Korea, the school systems was given much of the blame, as they said that the tough testing regime left little room for teaching students to work in team setting. In China, on the other hand, the blame was put on the engineering profession, where the interviewees said that the locals were mostly engineers, and that people chose the engineering profession because they were not very social.

How much problems this reluctance caused was different in the three countries, where the groups in Korea seemed more able to work around the problems. In India, the Norwegians perceived the Indians as not good at asking clarifying questions, even when it was obvious that they had not understood. In all of the countries, the Norwegian companies were actively trying to break down the fear of raising issues and used various means to achieve it. In Korea, some expatriates who had been there for a long time reported that they had successfully created a more open culture where the employees dared pointing out errors or contributing actively in other ways.

**Admit mistakes.** There was a general agreement in all countries that Asians are more reluctant to admit mistakes than Norwegians. In Korea, more of the managers felt that this issue had been resolved, as the locals trusted that it was accepted to make occasional mistakes without getting punished for it. One Norwegian manager in Korea said:

As we established the trust that what has happened will not be used against you, there has been more and more openness and we have been able to address problems sooner and better.  
(Norwegian manager in Korea)

In India, the local reluctance to admit mistakes and taking the initiative to clear up misunderstandings was also quoted as a problem. The problem had also improved in India, but unlike Korea, they felt that there was still a long way to go. In each location, the respondents said that the reluctance to admit mistakes could be explained by the harsh consequences making mistakes could have in local companies.

**Hierarchy.** All countries showed considerable tendencies towards being more hierarchical when compared to Norway. Korean hierarchy was said to be stricter than Chinese, but both are much stricter than Norwegian. In Korea, the locals in the case company had adapted to the Norwegian management style, and appreciated the flat Norwegian structure. Despite this, local managers in Korea often had a more direct leadership style than the Norwegian managers. In India, hierarchy was also a topic, and respondents connected it to the preference to follow orders, and not challenging decisions. Respondents in both India and China said that managers had to be more direct and make more decisions in order to be a successful leader.

**Contact and cultural training.** Face-to-face communication was considered as an important way to bridge cultural barriers in all locations. The Norwegians and Indians in the Indian case were working in virtual teams across different locations, which made face-to-face communication rare. Many of them emphasized the value of having met in person prior to working together remotely; or that collaboration that had been difficult in the past, had improved markedly after the amount of direct contact had increased. The managers in the Indian teams, and also in one of the teams in China, reported that the local team members were not sufficiently in touch with other nationalities in order to change their behavior. They felt this made them less competent in dealing with foreigners.

The views on cultural training programs were mixed. Although there were no current cultural training courses in the case companies, there had been various courses in the past, and several interviewees had attended these. Those that were the most positive to their experience in the course said that they had learned very much about their *own* culture and how their own culture was unique in relation to others. Others that had attended courses did not feel that they were very useful for learning how to interact with other cultures.

**Language problems.** In all countries, there were considerable language problems. Communication in general can be challenging considering different time zones, various media, lack of para-language nuances etc. Where there was a lack of English proficiency on both the local and the expatriate side, conversation would represent a problem.

Norwegians who worked remotely with Indians expressed having to talk in English as an unwanted hassle. It was also a problem that the Indians spoke very fast, used a more advanced vocabulary, and had difficult pronunciation to the Norwegians. The Norwegians, on the other hand, could sometimes mumble and speak very slowly, making the Indians frustrated with the communication as well. In Korea, language problems were not frequently mentioned by interviewees, but there were some examples of such problems. For instance, they said that in important meetings, complicated topics would often be discussed in Korean, rather than English.

In India, it was reported by expatriates that the Indians had a tendency of saying yes even if they did not understand the question or that they knew it would not be feasible to realize the request. Similarly in Korea, it was also stated as a problem that Koreans were saying yes, while meaning no, but in the Korean case, they said the Koreans would use other cues to let others know that they actually wanted to deny a request, but these cues would often be missed by non-Koreans.

**Segregated social life.** In all locations, there seemed to be considerable segregation in the social life. In India, we even heard examples that Indians would sometimes not be invited to social events since the expatriates reportedly found it inconvenient to speak English with them. Expatriates were said to spend more time together in their spare time. In Korea, there were social spots for expatriates in the city, and many expatriates would go there rather than meeting with locals. In the city where one of the shipyards was located, some establishments even enforced local- or expatriate only policies. The social scene was also reported as quite segregated in Shanghai, where there was a strong expatriate community and friendships between locals and expatriates were rarer.

Expatriates with long country experience were sometimes married to a local person and thus had closer ties to the local community. Despite this, the domestic scene was also segregated. For instance, the expatriates with children would send their children to international schools, where they would make friends with other expatriate children rather than locals.

**Stereotyping.** Most interviewees were not comfortable admitting stereotyping within their organization, still, some stereotypes were mentioned. In China, there were stereotypes that the Chinese held about foreigners; in particular many Chinese assumed that foreigners were ignorant about China's culture, history, language etc. Indians said that the Norwegians had lower faith in their abilities before they had met face to face. Furthermore, they did not feel that they could speak openly with Norwegians in the beginning, as they were afraid to offend them by overstepping on some cultural barrier that they were not aware of.

In Korea, there was a perception that European design houses were arrogant and thought lowly about the competence of their Korean counterparts. Some expatriates in Korea also pointed out that this was probably true and that the design houses in many cases did not have a sufficient understanding about the practicalities of building the ship; they would assume that the disagreement was based on ignorance on the part of the Koreans while it was actually they who were wrong.

In all countries, there were some people who reported that people behaved differently because they were afraid to offend others' culture. In many cases, the interviewee felt that this was negative in the way that it caused people to hold back, to be shy, and hampering their ability to build interpersonal relationships. That being said, we also heard examples that this behavior might be prudent. In China, there was an example of a deal being lost, because a Norwegian middle manager had not treated a Chinese CEO with sufficient respect; the CEO expected special treatment, but the middle manager was treating him as an equal.

## **Discussion**

### *Salience of group identification*

Whether in-group biases influence perceptions of out-group members, is dependent on how salient the group identification is. Expatriates, working in a Norwegian MNC and interfacing with locals, perceive expatriates as significantly different from the locals, while the locals do not perceive the expatriates differently. In our interviews, there were several findings suggesting that the expatriates see the expatriate community as a salient form of group identification.

We saw several signs that the expatriates were separated from the locals. For instance, expatriates spent more of their spare time with other expatriates and sent their children to the same schools. In India, we even heard an example of the locals being actively excluded. In Korea, the groups were separated by the fact that many social venues were only open for one group. This strong degree of separation, combined with being a minority, could add to the feeling of being part of an expatriate community and forming the basis for an in-group versus the local out-group.

When looking at the quantitative data, there are indeed significant differences in how expatriates view other expatriates, compared to how they see locals. They systematically rate other expatriates higher on S2 Empathy, D2 Acceptance and C2 Task-orientation. These vectors describe behavior which is usually considered positive. It seems that other expatriates are viewed much more positively, which is typical for in-group bias.

It is interesting that none of the vectors in the locals' ratings were significantly different. If the difference we saw in expatriate ratings is explained by in-group bias, then it appears that being a part of the local majority is not as salient as a source of group identification. This can be seen in conjunction with Belhoste and Monin's (2013) findings. In their study, none of the locals used a national difference perspective. Their finding is similar to ours, in that locals focus less on differences between the two contingents, than the expatriates do.

Every contingent in every location rated members of their own contingent as more influential, although it was only statistically significant for the expatriates. Again, this could be explained by in-group bias. This reinforces the argument that being an expatriate is a more salient source of group identification to the expatriates, than being a local is to the locals. Another explanation could be that familiar language and use of cultural references makes the communication from one's own culture more accessible and therefore more persuasive. Although this could be a partial explanation, we would expect to see a clearer pattern among the locals if this was the primary driver for the difference in perception.

There are signs of in-group bias in the studied teams. It is therefore plausible that this difference could express itself as out-group hostility. In Korea, interviewees mostly claimed that collaboration was harmonious, while in China and India, they more readily discussed problems in the collaboration. Examples include stereotyping in China and lack of trust in abilities when there was no face-to-face contact in India. In Korea, there was not a lack of contact, as the teams were working together in the same location. However, the experience the Indians had is reminiscent of the relationship between Koreans and the workers European design houses who also underestimated the Korean's abilities. The common denominator is remote collaboration. These examples show that contact theory is relevant for cross-cultural collaboration. It seems that remote collaboration is not sufficient to dampen intergroup conflict. This is most clearly illustrated by the change that the Indians experienced when they met face-to-face after a period of remote collaboration.

### *Mental models in a more complex context*

One surprising finding was that despite low levels of contact in India, the mental models in India was more aligned than in Korea. The locals do not rate locals significantly different from how they rate expatriates on any vectors, and the expatriates only rate other expatriates significantly higher on a single dimension, C2 Task-orientation. The lower spread in mental models is one reason that the teams in India operated at a higher LOP than most of the teams in Korea.

Higher LOP in India may be explained by the demands of the context. The Indian context is less stable, as they are working with design, rather than checking rules like the teams in Korea. Such a context means that they more actively have to respond and find solutions to new challenges, than the controllers in the Korean and Chinese case company. The context of these teams therefore require more communication and alignment of ideas in order to keep adapting to the context, and the teams need to operate at a higher LOP. Seeing that these teams indeed operated at a higher LOP than those in Korea, it seems that the teams have been able to develop accordingly.

The interviewees in India expressed that there had been improvements in the team dynamics, but that the transition had been challenging. This is reflected in the higher level of confrontation that we saw in the Indian teams. Interviewees told about having experienced more emotional and open frustration, and it seemed that their interaction had been a bit more confrontational as compared to the responses in Korea. Understood based on the Spin theory, these frustrations are a reflection of the polarizations that emerge when a team has to respond to changes in the context. In this situation, the team either has to develop, as the teams in India did, or it is frozen into a state of conflict.



An alternative explanation of the higher level of reported conflict in India, could be that the company and the teams' experience with cross-cultural collaboration was shorter compared to Korea. The case company in Korea had more conflicts in the past, and a higher level of conflict was seen in the younger Chinese subsidiary of the same company. However, some findings suggest that it is not that simple. For instance, language problems were discussed by many interviewees in India, but they were mostly ignored in Korea. However, judging from the communication at the Korean yards, the language problems there were not insignificant. We suggest that the difference is rather in the willingness to confront the issues between India and Korea. This in turn is explained by the higher need to align mental models in the Indian teams.

### *Differences in team behavior*

A frequently mentioned theme in all the locations was that the locals were not good at speaking up and challenging decisions, or taking their own initiatives. This is reflected in the quantitative data where we see that locals are rated significantly higher on the withdrawal measures W1 Resignation (e.g. discouraged, withdrawn, apathetic) and W2 Self-sacrifice (e.g. complaining, reserved, and distant). Furthermore, they showed more N2 Creativity (e.g. anxious, emotional, untraditional) behavior.

Expatriates, on the other hand, scored higher on C2 Task-orientation and D2 Acceptance. The reason for this may be that a larger share of the expatriates was managers. Both of the focal case companies are Norwegian MNCs and both locals, Norwegians and other expatriates described the Norwegian leadership style as very democratic, and that this leadership style was a part of the company culture. This might explain why expatriates scored higher on these particular vectors.

Despite differences on some type of team behavior, the magnitude of the differences is perhaps not as large as one might expect, given the large differences between average team behavior found in different cultures in Sjøvold & Park (2007). Comparing the behavior of the Koreans and Norwegians in South Korea with the average team behavior of these two countries respectively, as found in Sjøvold and Park (2007), we found that the behavior of both contingents were closer to each other than to any of the two national averages. Moreover, the behavior was also not just somewhere between the national averages of Korea and Norway, which indicates there are factor(s) that affect team behavior other than national culture. Although we lack similar comparison data for China and India, the team behavior shown by different contingents is still relatively close on the SPGR field diagram. Considering the significant differences among these cultures on Hofstede's dimensions and the many cultural issues revealed in the qualitative data, we expected to see larger differences. A unifying corporate culture could be an explanation, but given substantial differences between individual teams in the company, this explanation seems unlikely.

From this discussion, we argue that shared context is the main explanation for smaller than expected differences in behavior. All the studied teams were able to perform in the given context, which means that they operated on a sufficiently high LOP to have adapted to the demands of that context. The adaptation entails assuming roles that aid in solving their tasks, therefore, preferences based on cultural background therefore becomes less important. Furthermore, the large difference in expatriates' perception and the unaligned mental models in many teams, suggest that differences in perception are harder to change than differences in behavior, and that operating at an even higher LOP is required before the teams have aligned their mental models.

## **Conclusion**

Differences were found in behavior between expatriates and locals on several vectors. Some of the differences could be explained by the fact that many of the expatriates held managerial positions and the differences in behavior harmonized to some extent with typical leadership traits. In the mental models, we found evidence that expatriates significantly favored other expatriates in their ratings. Interestingly, this was not found in locals' ratings, which indicates that being in a minority expatriate society is a strong basis for group identification.

### *How we extended previous research*

This study contributes to two primary branches of research. It contributes to the findings of Sjøvold and Park (2007) by showing what implications national culture and the teams' contexts have for team dynamics in cross-cultural teams. Furthermore, we add to theory on intergroup relations with our finding that expatriates seem to be more prone to group identification based on the expatriate community than locals are to the local majority in cross-cultural teams operating in the studied context. We find that working together on the same context in the case

company has aligned the behavior of its team members to some extent, but that differences in mental models prevail in the teams. This suggests that contact between groups may not have removed the perception of difference, even where there was no overt discrimination.

### *Contributions and implications*

We find indications that there are considerable differences between the involved countries, suggesting that treating China, India and South Korea similar on the basis of all being Asian would not be appropriate. The respective countries also have internal differences in culture, which has not been taken into consideration in this study. What seemed to be consistent across the different locations was the expatriates' pattern of favoring other expatriates. If this finding holds for other companies, it is something management should act upon in order to prevent negative stereotyping. Team development could be a means for this; nevertheless, being aware of the phenomenon would be the first step.

### *Limitations and suggestions for further research*

Study of cross-cultural teams using SPGR creates powerful opportunities. The tool makes it possible to look at individuals' differences in mental models, and enables uncovering of systematic differences in different groups of individuals. Our research has revealed several patterns and significant findings within the case companies. However, due to practical limitations in our data gathering, the material is too limited to make wide generalizations. More research on much larger samples of data with a more diverse mix of industries and countries could help establish whether some of the findings may be reproduced in other contexts and determine which conditions trigger different patterns. There are also substantial weaknesses in our statistical data due to extensive unbalances with regards to the fraction of data collected from different countries and the expatriate versus local ratio. These weaknesses reduce the validity of our findings and a more balanced dataset could potentially confirm or disconfirm some of our findings.

It would be interesting to see whether the lower tendency to rate locals and expatriates differently, found among the locals compared to expatriates, has wider generalizability. In this article, we propose that the explanation for this finding is that the expatriate community is a more salient source of group identification. More research could shed some light on the plausibility of this explanation.

Deeper understanding could also be achieved by using a more diverse way of collecting SPGR data. While our study was limited to surveys, it is also possible to collect SPGR data by the use of direct observation by a trained observer and soon it will also be possible to use *socio-metric badges* to collect data on team dynamics (Kim et al., 2012). Observations has the advantage that they can collect data over time and thus gives a less static picture of the teams. Using these tools in addition to surveys would enable future research to develop more accurate explanations for the emergent team dynamics.

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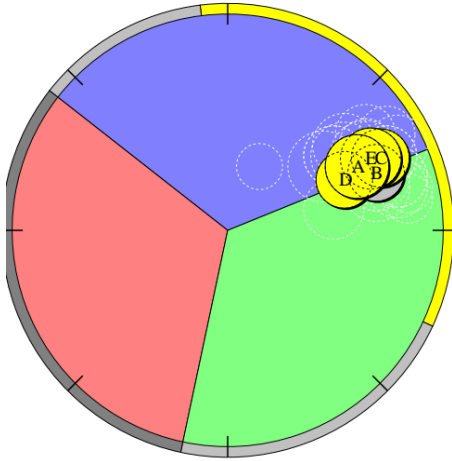
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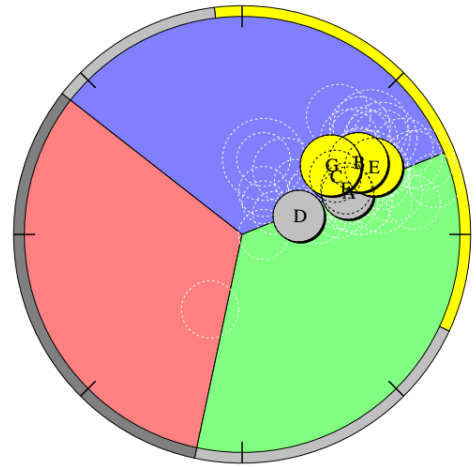
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**Appendix I – Field diagrams for all teams**

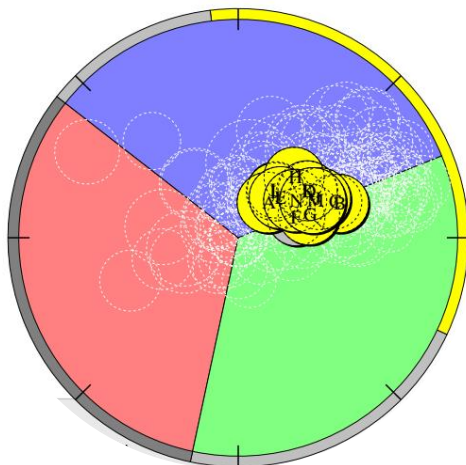
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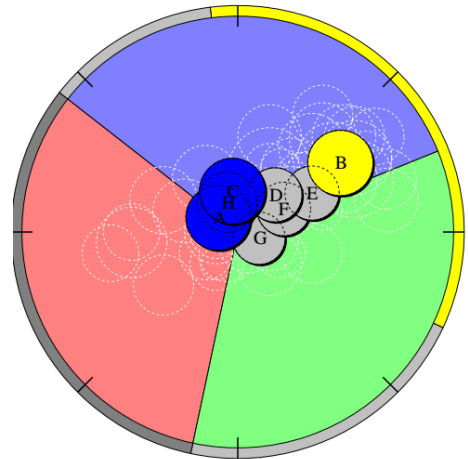
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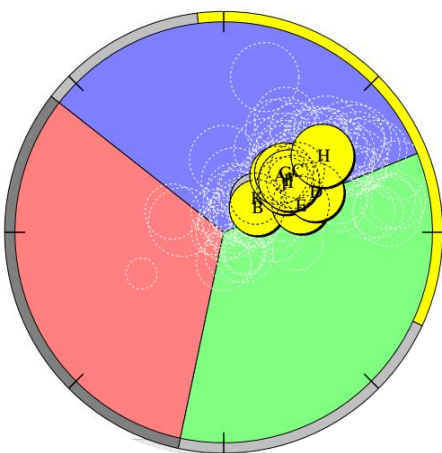
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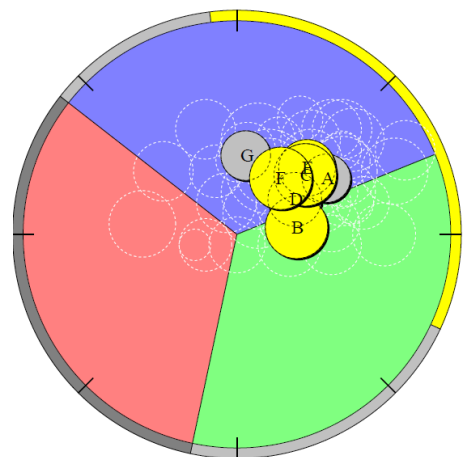
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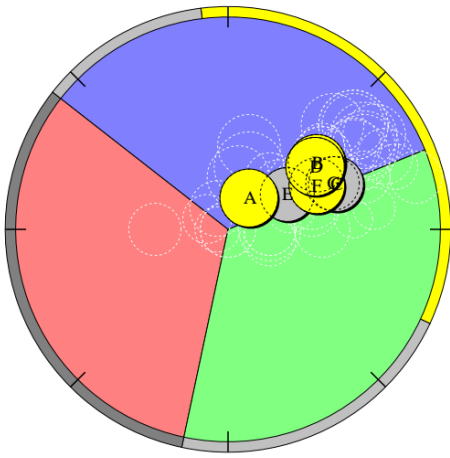
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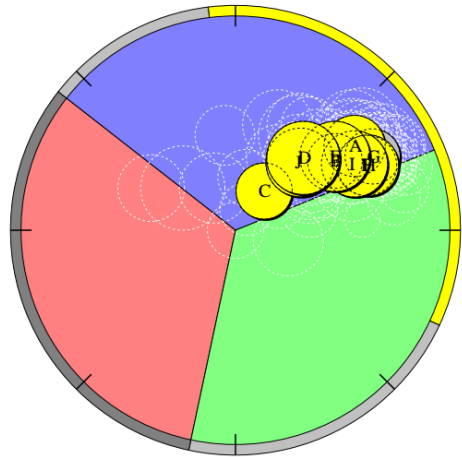
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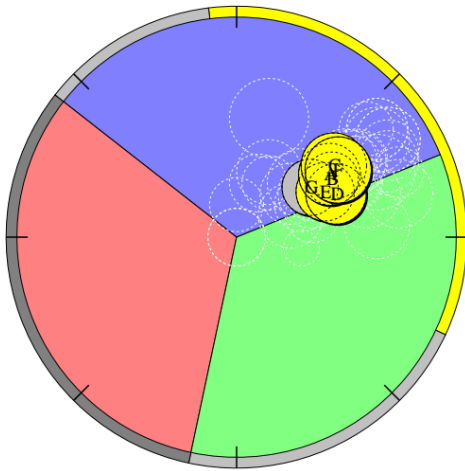
China team 1



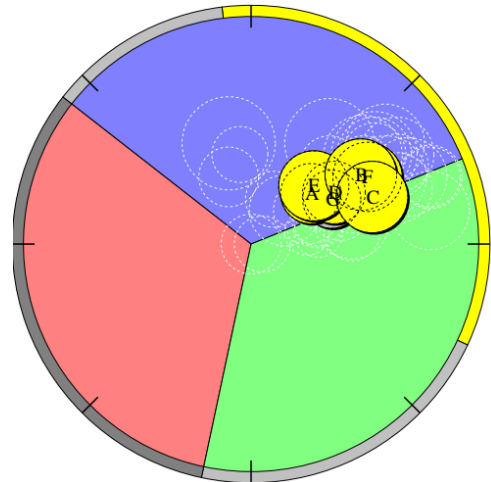
Indian virtual team 1



Indian virtual team 2



Indian virtual team 3



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# Team dynamics in cross-cultural collaboration

## Master Thesis

Øyvind Nergård  
Kjetil Halsbog  
Jon Moi



Master Thesis NTNU

1

We have collected data on team dynamics from 6 teams and conducted 26 interviews

- Surveys have been used to measure team dynamics, how team members behave, and perceive other team members
- Interview data has been used to interpret the findings
- Data collected in Korea and China has been combined with data collected earlier in India
- The thesis consists of two articles:

**Article 1**  
Same behavior, different perception: a study on cross-cultural teams  
Scope: Korea

**Article 2**  
Cross-cultural teamwork: collaboration between expatriate communities and the local majority  
Scope: China, Korea and India

Master Thesis NTNU

2



## Main findings article 1

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**Research question:** *How are team dynamics in cross-cultural teams influenced by national culture and its operating context?*

- Team members behave similar in the company, despite different nationality.
- However, Norwegians and Koreans perceive the team dynamics very differently from each other
- Working in the same context has aligned the behavior, but values and perceptions are harder to change
- Unaligned perceptions commonly hinders group development, and should therefore be addressed



## Main findings article 2

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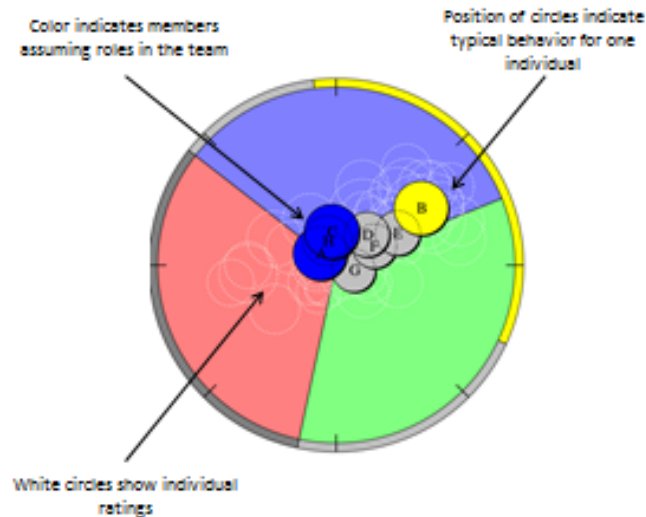
**Research question:** *How does group identification influence collaboration between expatriates and locals in cross cultural teams?*

- Expatriates have a tendency to rate other expatriates more positively in the surveys
- Locals do not rate expatriates and locals differently
- Being part of an expatriate community gives a stronger feeling of being a separate group, than being a local in a foreign company
- Differences in perceptions could potentially create discriminatory behavior



## Detailed reports on each team

- Reports are created for each team
- Holds a lot of details about team dynamics
- For more information, please contact us



# Thank you for your contribution!

Without all the surveys, interviews and tours, we could not have written this thesis

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# Appendix 2 – SPGR Survey English

Your name:

State: [AGER]

Group: \_\_\_\_\_

## INSTRUCTIONS

Reflect on your experience of the project team. Think about one person at a time. Consider how this person interacts as a member of the total team. Keep these reflections in mind as you answer the question below.

In general, what kind behaviour does this person show?

Rate every person of the group **including** your self.

Start by marking your responses to all 24 items for the first person. Continue by responding to all 24 items for the second person and so on until all members including yourself are rated.

Mark your response using 0 = RARELY, 1 = SELDOM, and 2 = OFTEN.

Not all of the items in a set may seem to go together. If even one fits, use it as your guide. Mark your responses for one column at a time.

(Remember: mark all 24 items for all columns)

		Name	Name	Name	Name	Name	Name
1	Committed, determined, makes constructive contribution to cooperative efforts						
2	Principled, detail-oriented, stubborn						
3	Non-committal, impulsive, demands attention						
4	Pleasant, sympathetic, adaptable						
5	Disheartened, discouraged, lethargic						
6	Diligent, dutiful, loyal						
7	Caring, supportive, encouraging						
8	Effective, self-confident, dares to take the lead						
9	Closed, self-motivated, a loner						
10	Anxious, tense, doubts own abilities						
11	Self-sacrificing, self-pitying, complaining						
12	Informal, considerate, views everyone as equals						
13	Cooperative, supportive, accommodating						
14	Direct, controlling, demanding						
15	Self-centred, provokes conflict, uncooperative						
16	Thoughtful, trusting, thinks the best of everyone						
17	Withdrawn, obstinate, apathetic						
18	Cautious, reliable, willingly assumes duties						
19	Extroverted, open, acknowledges others						
20	Analytical, unbiased, rational						
21	Persistent, tough, competitive						
22	Emotional, unpredictable, untraditional						
23	Reserved, distant, withdrawn						
24	Faithful, friendly, shows respect to everyone						

Demographics:

Male   
 Female   
 Manager   
 Other

Age:

<20 yrs   
 20-29 yrs   
 30-39 yrs   
 40-49 yrs   
 50-59 yrs   
 >60 yrs

Consultant code:

Sector:  
 IT/telecom   
 Industry   
 Healthcare   
 Energy   
 Trade   
 Transport   
 Publ Sector   
 Education   
 Other

## Appendix 3 – Interview guide

Thematic	Questions
<p><b>Introduction - 2 min</b></p> <ul style="list-style-type: none"> <li>• Present ourselves and the project</li> <li>• Repeat anonymization</li> <li>• Inform about recording</li> </ul>	<ul style="list-style-type: none"> <li>• Names, NTNU</li> <li>• Describe projects</li> <li>• Have you read the information sent to you in advance of this meeting?</li> <li>• Questions?</li> </ul>
<p><b>National Culture</b></p>	<p>How does the national culture affect the interaction between the Koreans and Norwegians?</p> <ul style="list-style-type: none"> <li>• Examples!</li> <li>• Why do you think it is so?</li> <li>• Have there been any problems in the work due to cultural differences?</li> </ul> <p>Stereotyping</p>
<p><b>Leadership style</b></p>	<p>Acceptance for mistake            Relationship to managers; can you talk directly to other managers?            Demand for efficiency            Norwegian versus Korean team leader            Degree of autonomy            Cross-cultural leadership team            - (Norwegian and Korean, different leadership styles, soft vs strict/hierarchy)            Expectations in leadership style; young versus older</p>
<p><b>Team</b></p>	<p>Tell me a little bit about the team and how you work</p> <ul style="list-style-type: none"> <li>• Main tasks</li> <li>• The purpose of the team?</li> <li>• Is the purpose known among all the members?</li> <li>• Cooperation</li> <li>• Roles</li> <li>• Culture</li> </ul> <p>Differences in team dynamics between the different types of teams</p> <ul style="list-style-type: none"> <li>• Expat</li> <li>• Korean</li> <li>• Mixture</li> </ul>
<p><b>Knowledge transfer</b></p>	<p>Tell me a little bit about how knowledge transfer is conducted in your company in general</p> <ul style="list-style-type: none"> <li>• Frequency</li> <li>• Routines</li> <li>• Types of knowledge</li> <li>• Open/closed knowledge transfer?</li> </ul>

	<ul style="list-style-type: none"> <li>• Situations</li> <li>• Misunderstandings</li> <li>• Examples</li> </ul> <p>Which channels are used for knowledge transfer?</p> <ul style="list-style-type: none"> <li>• When in the same office</li> <li>• When at different locations</li> <li>• (Examples: mail, intranet, phone, conferences, meetings, courses etc.)</li> </ul> <p>Do you think the level of trust affects knowledge transfer?</p> <ul style="list-style-type: none"> <li>• How?</li> <li>• Why?</li> </ul> <p>Are there any obstacles in the way for knowledge transfer?</p> <ul style="list-style-type: none"> <li>• Why?</li> <li>• Examples!</li> <li>• What is the greatest challenge for knowledge sharing/transfer?</li> <li>• Do you have any suggestions for solutions?</li> <li>• What do you believe is the most important element to create good and effective knowledge transfer</li> </ul>
<b>Teambuilding</b>	<ul style="list-style-type: none"> <li>• Have you conducted any type of teambuilding/team training in the organisation? (individual, team, organisation)</li> <li>• What (and why is that) are the outcomes and perspectives on this?</li> <li>• Personal relation important for Koreans?</li> </ul>

## Appendix 4 – SPGR Raw Data

rater rated resulting X, Y & Z SPGR vectors

### Korea Project team 1

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	11,00	7,00	3,00	6,78	9,04	6,78	0,00	0,00	0,00	0,00	4,52	4,52	6,78	6,78	6,78
A	B	17,00	4,00	-2,00	6,78	9,04	9,04	0,00	0,00	0,00	0,00	0,00	0,00	4,52	9,04	9,04
A	C	17,00	3,00	-2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	0,00	4,52	9,04	6,78
A	D	10,00	2,00	1,00	4,52	9,04	6,78	4,52	2,26	0,00	0,00	2,26	4,52	4,52	4,52	6,78
A	E	16,00	8,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	4,52	9,04	9,04	9,04
B	A	14,00	4,00	3,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	4,52	2,26	6,78	6,78	9,04
B	B	14,00	4,00	-3,00	6,78	9,04	6,78	2,26	0,00	0,00	0,00	0,00	2,26	4,52	9,04	6,78
B	C	16,00	5,00	1,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	2,26	2,26	6,78	9,04	9,04
B	D	16,00	4,00	1,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	2,26	2,26	4,52	9,04	9,04
B	E	16,00	5,00	1,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	2,26	2,26	6,78	9,04	9,04
C	A	13,00	7,00	4,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	4,52	9,04	6,78	9,04
C	B	14,00	5,00	3,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	2,26	6,78	6,78	9,04
C	C	11,00	8,00	2,00	9,04	9,04	9,04	2,26	0,00	0,00	2,26	6,78	6,78	9,04	9,04	9,04
D	A	13,00	5,00	-1,00	6,78	6,78	6,78	4,52	0,00	0,00	0,00	4,52	0,00	9,04	9,04	9,04
D	B	15,00	7,00	1,00	6,78	9,04	9,04	2,26	0,00	0,00	0,00	2,26	2,26	9,04	9,04	9,04
D	C	15,00	9,00	0,00	6,78	9,04	6,78	0,00	0,00	0,00	0,00	0,00	2,26	9,04	9,04	9,04
D	D	15,00	7,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	4,52	6,78	9,04	9,04
D	E	13,00	6,00	-1,00	6,78	9,04	6,78	0,00	0,00	4,52	0,00	0,00	2,26	9,04	6,78	9,04
E	A	10,00	6,00	1,00	9,04	6,78	9,04	0,00	0,00	2,26	2,26	2,26	6,78	6,78	6,78	9,04
E	B	10,00	7,00	1,00	9,04	6,78	6,78	0,00	0,00	0,00	2,26	2,26	6,78	2,26	6,78	9,04
E	C	13,00	9,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	6,78	6,78	9,04	9,04
E	D	3,00	5,00	-3,00	2,26	4,52	2,26	2,26	0,00	2,26	4,52	2,26	2,26	2,26	4,52	6,78
E	E	9,00	5,00	4,00	9,04	6,78	6,78	0,00	4,52	2,26	0,00	2,26	6,78	6,78	6,78	9,04

### Korea Executive team 2

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	2,00	3,00	4,00	4,52	2,26	4,52	4,52	0,00	2,26	0,00	6,78	4,52	4,52	4,52	4,52
A	B	0,00	0,00	0,00	4,52	4,52	2,26	4,52	2,26	6,78	0,00	2,26	6,78	4,52	4,52	2,26
A	C	9,00	-1,00	0,00	6,78	6,78	6,78	4,52	4,52	4,52	0,00	2,26	4,52	2,26	6,78	6,78
A	D	-3,00	-1,00	-1,00	2,26	2,26	2,26	2,26	6,78	4,52	4,52	2,26	2,26	4,52	4,52	0,00
A	E	4,00	1,00	-5,00	4,52	4,52	4,52	6,78	0,00	4,52	4,52	2,26	2,26	4,52	4,52	6,78
A	F	8,00	2,00	1,00	4,52	4,52	6,78	4,52	2,26	2,26	0,00	0,00	4,52	6,78	4,52	6,78
A	G	-4,00	-1,00	-7,00	0,00	2,26	2,26	4,52	2,26	4,52	2,26	4,52	2,26	2,26	4,52	0,00
B	A	10,00	8,00	-5,00	4,52	6,78	9,04	0,00	0,00	0,00	4,52	2,26	2,26	9,04	9,04	6,78
B	B	15,00	6,00	3,00	9,04	9,04	9,04	2,26	0,00	0,00	0,00	2,26	4,52	9,04	6,78	9,04
B	C	7,00	6,00	2,00	6,78	6,78	6,78	0,00	0,00	2,26	0,00	6,78	4,52	9,04	6,78	6,78
B	D	8,00	4,00	-2,00	4,52	9,04	4,52	2,26	0,00	2,26	0,00	2,26	2,26	6,78	6,78	4,52
B	E	10,00	7,00	0,00	6,78	9,04	4,52	2,26	0,00	0,00	2,26	4,52	4,52	4,52	9,04	9,04
B	F	1,00	7,00	0,00	4,52	6,78	4,52	0,00	2,26	2,26	2,26	4,52	9,04	6,78	6,78	4,52
B	G	0,00	6,00	-4,00	4,52	9,04	4,52	0,00	2,26	6,78	4,52	6,78	6,78	6,78	9,04	4,52
C	A	10,00	3,00	-7,00	4,52	6,78	9,04	2,26	0,00	2,26	2,26	2,26	2,26	6,78	9,04	6,78
C	B	14,00	0,00	2,00	9,04	9,04	9,04	2,26	4,52	0,00	2,26	0,00	2,26	6,78	4,52	6,78
C	C	8,00	5,00	-3,00	2,26	6,78	6,78	2,26	2,26	2,26	2,26	4,52	2,26	6,78	9,04	9,04
C	D	7,00	5,00	-4,00	4,52	4,52	6,78	0,00	0,00	2,26	4,52	2,26	2,26	4,52	9,04	6,78
C	E	7,00	9,00	1,00	4,52	4,52	4,52	2,26	0,00	0,00	0,00	2,26	6,78	6,78	6,78	9,04
C	F	5,00	4,00	3,00	4,52	4,52	6,78	0,00	2,26	2,26	0,00	2,26	6,78	6,78	4,52	4,52
C	G	4,00	8,00	-3,00	2,26	4,52	2,26	0,00	0,00	2,26	2,26	0,00	4,52	6,78	6,78	6,78
D	A	10,00	10,00	1,00	9,04	9,04	9,04	4,52	0,00	0,00	4,52	4,52	9,04	9,04	9,04	9,04
D	B	-9,00	1,00	3,00	2,26	0,00	2,26	2,26	4,52	4,52	2,26	9,04	9,04	4,52	4,52	0,00

D	C	3,00	5,00	3,00	4,52	4,52	9,04	0,00	4,52	2,26	0,00	9,04	6,78	9,04	9,04	6,78
D	D	12,00	3,00	-1,00	4,52	6,78	9,04	2,26	2,26	0,00	2,26	4,52	0,00	4,52	9,04	9,04
D	E	-2,00	4,00	-1,00	2,26	4,52	4,52	2,26	4,52	4,52	4,52	6,78	6,78	6,78	6,78	4,52
D	F	-7,00	4,00	1,00	0,00	0,00	2,26	0,00	4,52	4,52	2,26	9,04	6,78	4,52	6,78	2,26
D	G	-3,00	9,00	1,00	0,00	2,26	2,26	2,26	2,26	2,26	0,00	6,78	9,04	9,04	6,78	4,52
E	A	8,00	6,00	-2,00	6,78	6,78	6,78	2,26	2,26	2,26	4,52	4,52	4,52	4,52	9,04	9,04
E	B	5,00	0,00	2,00	4,52	9,04	6,78	0,00	6,78	2,26	2,26	4,52	2,26	9,04	4,52	2,26
E	C	3,00	5,00	8,00	4,52	9,04	4,52	0,00	9,04	2,26	0,00	6,78	6,78	9,04	4,52	9,04
E	D	-1,00	2,00	1,00	4,52	2,26	2,26	2,26	6,78	2,26	4,52	4,52	2,26	4,52	6,78	4,52
E	E	10,00	6,00	4,00	6,78	9,04	6,78	2,26	2,26	0,00	0,00	4,52	4,52	9,04	4,52	9,04
E	F	2,00	5,00	5,00	4,52	6,78	4,52	2,26	4,52	2,26	2,26	6,78	6,78	6,78	6,78	6,78
E	G	2,00	9,00	5,00	4,52	6,78	4,52	2,26	4,52	0,00	2,26	9,04	9,04	9,04	6,78	9,04
F	A	11,00	3,00	-4,00	4,52	9,04	9,04	4,52	2,26	0,00	4,52	2,26	4,52	4,52	9,04	9,04
F	B	9,00	-1,00	1,00	6,78	6,78	4,52	2,26	0,00	0,00	0,00	0,00	0,00	4,52	0,00	2,26
F	C	9,00	10,00	1,00	6,78	6,78	9,04	0,00	0,00	0,00	2,26	4,52	9,04	9,04	9,04	9,04
F	D	10,00	3,00	3,00	9,04	6,78	6,78	2,26	2,26	2,26	0,00	2,26	6,78	4,52	6,78	6,78
F	E	11,00	8,00	2,00	9,04	6,78	9,04	2,26	0,00	2,26	0,00	2,26	9,04	9,04	9,04	9,04
F	F	16,00	8,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	4,52	9,04	9,04	9,04
F	G	6,00	10,00	-3,00	2,26	6,78	4,52	0,00	0,00	2,26	2,26	2,26	6,78	6,78	9,04	9,04

Korea Management team 1

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	11,00	7,00	5,00	9,04	6,78	9,04	0,00	0,00	0,00	0,00	2,26	6,78	9,04	4,52	9,04
A	B	11,00	5,00	6,00	9,04	6,78	9,04	0,00	2,26	0,00	0,00	2,26	6,78	6,78	4,52	9,04
A	C	7,00	4,00	0,00	6,78	6,78	9,04	2,26	4,52	2,26	4,52	4,52	4,52	6,78	9,04	6,78
A	D	3,00	5,00	-2,00	4,52	6,78	6,78	4,52	2,26	2,26	6,78	4,52	6,78	4,52	6,78	6,78
A	E	13,00	9,00	0,00	6,78	9,04	6,78	0,00	0,00	0,00	0,00	0,00	6,78	6,78	9,04	9,04
A	F	6,00	4,00	-1,00	4,52	6,78	6,78	2,26	2,26	2,26	2,26	4,52	4,52	4,52	6,78	6,78
A	G	14,00	5,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	4,52	4,52	6,78	9,04
A	H	7,00	8,00	3,00	6,78	6,78	6,78	2,26	0,00	0,00	0,00	6,78	9,04	6,78	6,78	9,04
B	A	0,00	2,00	-1,00	4,52	6,78	4,52	4,52	2,26	4,52	4,52	4,52	6,78	4,52	4,52	4,52
B	B	14,00	2,00	2,00	9,04	9,04	9,04	0,00	2,26	2,26	0,00	2,26	0,00	9,04	6,78	6,78
B	C	-5,00	2,00	2,00	4,52	2,26	4,52	6,78	6,78	4,52	4,52	6,78	9,04	4,52	6,78	4,52
B	D	3,00	2,00	-7,00	2,26	6,78	4,52	2,26	0,00	4,52	4,52	2,26	2,26	2,26	4,52	4,52
B	E	7,00	-3,00	1,00	6,78	6,78	9,04	4,52	4,52	2,26	2,26	4,52	2,26	4,52	4,52	4,52
B	F	-2,00	-2,00	-1,00	2,26	2,26	2,26	4,52	4,52	6,78	2,26	4,52	2,26	4,52	2,26	4,52
B	G	3,00	-3,00	2,00	4,52	4,52	2,26	2,26	6,78	4,52	2,26	2,26	0,00	2,26	2,26	4,52
B	H	-2,00	0,00	0,00	4,52	2,26	4,52	4,52	4,52	2,26	4,52	4,52	6,78	2,26	4,52	2,26
D	A	-7,00	-7,00	1,00	2,26	0,00	2,26	6,78	9,04	4,52	4,52	4,52	2,26	0,00	2,26	0,00
D	B	10,00	8,00	2,00	9,04	6,78	6,78	0,00	0,00	2,26	0,00	2,26	6,78	9,04	9,04	6,78
D	C	3,00	5,00	7,00	6,78	0,00	6,78	2,26	4,52	2,26	0,00	4,52	6,78	9,04	9,04	6,78
D	D	3,00	0,00	0,00	4,52	4,52	6,78	9,04	4,52	2,26	6,78	2,26	6,78	2,26	4,52	9,04
D	E	4,00	4,00	-5,00	2,26	9,04	6,78	2,26	0,00	4,52	2,26	4,52	9,04	2,26	4,52	6,78
D	F	8,00	2,00	-5,00	2,26	6,78	9,04	0,00	0,00	0,00	2,26	0,00	2,26	2,26	6,78	2,26
D	G	-2,00	-3,00	-7,00	0,00	2,26	6,78	4,52	2,26	4,52	6,78	4,52	2,26	0,00	4,52	2,26
D	H	-12,00	-3,00	0,00	2,26	0,00	4,52	6,78	6,78	6,78	6,78	6,78	9,04	2,26	4,52	0,00
E	A	-2,00	0,00	2,00	4,52	2,26	0,00	4,52	4,52	4,52	2,26	4,52	2,26	4,52	6,78	2,26
E	B	5,00	6,00	1,00	4,52	2,26	6,78	2,26	0,00	0,00	2,26	4,52	4,52	6,78	6,78	4,52
E	C	-7,00	2,00	3,00	4,52	0,00	2,26	4,52	4,52	6,78	6,78	6,78	6,78	9,04	2,26	4,52
E	D	-1,00	2,00	-1,00	4,52	4,52	2,26	4,52	4,52	4,52	6,78	4,52	4,52	4,52	2,26	6,78
E	E	3,00	2,00	1,00	6,78	4,52	6,78	0,00	2,26	4,52	4,52	4,52	4,52	4,52	4,52	4,52
E	F	1,00	-1,00	1,00	4,52	4,52	6,78	2,26	4,52	4,52	4,52	4,52	4,52	4,52	2,26	4,52
E	G	-2,00	0,00	-1,00	4,52	4,52	2,26	2,26	4,52	4,52	4,52	2,26	4,52	4,52	4,52	0,00
E	H	-1,00	-2,00	0,00	2,26	2,26	4,52	9,04	4,52	4,52	2,26	4,52	4,52	4,52	4,52	4,52
F	A	-10,00	-2,00	4,00	2,26	2,26	0,00	6,78	9,04	6,78	2,26	9,04	9,04	4,52	4,52	2,26

F	B	8,00	11,00	1,00	6,78	9,04	9,04	0,00	0,00	0,00	4,52	6,78	9,04	9,04	9,04	9,04
F	C	9,00	7,00	4,00	9,04	9,04	9,04	4,52	4,52	0,00	2,26	6,78	9,04	9,04	9,04	9,04
F	D	8,00	8,00	3,00	6,78	9,04	6,78	0,00	4,52	2,26	2,26	6,78	6,78	9,04	9,04	9,04
F	E	11,00	9,00	1,00	6,78	9,04	9,04	2,26	0,00	0,00	2,26	4,52	6,78	9,04	9,04	9,04
F	F	12,00	7,00	-1,00	4,52	9,04	9,04	2,26	0,00	0,00	2,26	2,26	4,52	6,78	9,04	9,04
F	G	-3,00	-3,00	-1,00	0,00	6,78	2,26	4,52	6,78	6,78	2,26	4,52	2,26	4,52	2,26	4,52
F	H	3,00	9,00	2,00	4,52	4,52	4,52	0,00	2,26	0,00	0,00	6,78	9,04	6,78	9,04	6,78
G	A	-3,00	5,00	3,00	2,26	2,26	2,26	2,26	4,52	4,52	2,26	2,26	9,04	4,52	6,78	4,52
G	B	10,00	4,00	3,00	9,04	4,52	9,04	2,26	4,52	2,26	0,00	2,26	9,04	4,52	9,04	9,04
G	C	-10,00	0,00	0,00	2,26	4,52	0,00	4,52	6,78	9,04	6,78	9,04	4,52	4,52	4,52	2,26
G	D	5,00	3,00	3,00	6,78	4,52	6,78	2,26	4,52	4,52	2,26	2,26	6,78	4,52	6,78	6,78
G	E	4,00	-2,00	-2,00	4,52	6,78	2,26	4,52	2,26	4,52	2,26	0,00	4,52	0,00	2,26	4,52
G	F	1,00	3,00	2,00	4,52	2,26	4,52	4,52	4,52	4,52	4,52	2,26	6,78	4,52	4,52	9,04

Korea Discipline team 1

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	-1,00	5,00	1,00	4,52	4,52	4,52	4,52	2,26	2,26	2,26	6,78	6,78	9,04	4,52	4,52
A	B	15,00	6,00	-2,00	9,04	9,04	6,78	2,26	0,00	0,00	2,26	0,00	2,26	6,78	9,04	9,04
A	C	11,00	0,00	-1,00	4,52	4,52	6,78	2,26	0,00	0,00	0,00	0,00	0,00	0,00	4,52	9,04
A	D	7,00	7,00	1,00	2,26	4,52	2,26	0,00	0,00	0,00	0,00	0,00	2,26	6,78	4,52	6,78
A	E	-4,00	3,00	4,00	4,52	2,26	4,52	0,00	4,52	4,52	2,26	4,52	9,04	6,78	2,26	2,26
A	F	14,00	2,00	-2,00	9,04	9,04	6,78	9,04	0,00	2,26	0,00	0,00	4,52	4,52	9,04	9,04
A	G	-2,00	-1,00	4,00	4,52	0,00	4,52	9,04	4,52	4,52	4,52	4,52	9,04	0,00	0,00	9,04
A	H	-14,00	6,00	2,00	0,00	0,00	0,00	0,00	4,52	4,52	4,52	9,04	9,04	9,04	4,52	0,00
A	I	-1,00	3,00	0,00	4,52	4,52	4,52	2,26	6,78	2,26	2,26	4,52	9,04	4,52	9,04	2,26
A	J	10,00	1,00	1,00	9,04	6,78	9,04	2,26	4,52	0,00	6,78	2,26	4,52	2,26	2,26	9,04
A	K	11,00	5,00	5,00	9,04	6,78	4,52	0,00	2,26	2,26	0,00	2,26	2,26	6,78	6,78	9,04
A	L	-8,00	8,00	0,00	4,52	4,52	2,26	0,00	4,52	6,78	9,04	9,04	9,04	9,04	9,04	4,52
A	M	-5,00	-2,00	5,00	2,26	0,00	2,26	9,04	6,78	2,26	2,26	2,26	9,04	2,26	0,00	4,52
A	N	3,00	10,00	3,00	4,52	2,26	4,52	2,26	0,00	0,00	0,00	9,04	6,78	9,04	9,04	6,78
B	A	9,00	8,00	-1,00	6,78	6,78	4,52	0,00	0,00	2,26	0,00	4,52	4,52	6,78	9,04	9,04
B	B	15,00	5,00	2,00	6,78	9,04	9,04	0,00	0,00	0,00	0,00	2,26	2,26	6,78	6,78	9,04
B	C	12,00	4,00	-4,00	4,52	6,78	9,04	2,26	0,00	0,00	2,26	4,52	0,00	4,52	9,04	9,04
B	D	7,00	5,00	-1,00	4,52	6,78	6,78	0,00	0,00	2,26	0,00	4,52	4,52	6,78	4,52	6,78
B	E	1,00	7,00	8,00	4,52	2,26	4,52	0,00	4,52	0,00	0,00	6,78	9,04	6,78	4,52	6,78
B	F	11,00	4,00	-1,00	6,78	6,78	6,78	2,26	0,00	0,00	0,00	2,26	2,26	4,52	6,78	6,78
B	G	15,00	4,00	-1,00	9,04	9,04	9,04	2,26	0,00	0,00	0,00	4,52	2,26	4,52	9,04	9,04
B	H	10,00	12,00	-1,00	4,52	9,04	4,52	0,00	0,00	0,00	2,26	2,26	4,52	9,04	9,04	9,04
B	I	6,00	8,00	-5,00	4,52	6,78	6,78	0,00	0,00	0,00	6,78	4,52	2,26	9,04	6,78	6,78
B	J	11,00	4,00	2,00	9,04	9,04	4,52	2,26	2,26	0,00	0,00	4,52	4,52	4,52	6,78	6,78
B	K	15,00	6,00	-2,00	6,78	9,04	9,04	0,00	0,00	0,00	0,00	2,26	2,26	6,78	9,04	9,04
B	L	13,00	5,00	-2,00	4,52	9,04	9,04	0,00	0,00	0,00	2,26	4,52	0,00	6,78	6,78	9,04
B	M	15,00	5,00	0,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	2,26	9,04	6,78	6,78
B	N	16,00	3,00	-3,00	6,78	9,04	9,04	0,00	0,00	0,00	0,00	0,00	0,00	4,52	9,04	6,78
C	A	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
C	B	10,00	0,00	1,00	9,04	6,78	9,04	2,26	6,78	2,26	4,52	0,00	2,26	6,78	6,78	6,78
C	C	6,00	2,00	1,00	9,04	4,52	6,78	2,26	4,52	2,26	4,52	2,26	4,52	4,52	6,78	6,78
C	D	10,00	3,00	0,00	6,78	9,04	9,04	2,26	2,26	2,26	4,52	2,26	4,52	6,78	4,52	9,04
C	E	9,00	1,00	-1,00	9,04	6,78	9,04	4,52	4,52	2,26	4,52	2,26	4,52	4,52	9,04	6,78
C	F	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
C	G	11,00	3,00	-2,00	6,78	6,78	9,04	2,26	4,52	2,26	4,52	0,00	4,52	4,52	9,04	9,04
C	H	11,00	2,00	-3,00	6,78	6,78	6,78	2,26	0,00	2,26	2,26	0,00	2,26	4,52	6,78	6,78
C	I	8,00	3,00	-3,00	9,04	6,78	9,04	4,52	2,26	6,78	4,52	0,00	9,04	4,52	9,04	9,04
C	J	14,00	4,00	0,00	9,04	9,04	9,04	0,00	2,26	2,26	2,26	0,00	4,52	6,78	6,78	9,04
C	K	14,00	6,00	-1,00	9,04	6,78	9,04	0,00	2,26	2,26	2,26	0,00	2,26	9,04	9,04	9,04

C	L	-1,00	-1,00	-1,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	2,26
C	M	12,00	4,00	2,00	9,04	6,78	9,04	0,00	4,52	0,00	2,26	2,26	4,52	6,78	6,78	9,04
C	N	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
D	A	-7,00	1,00	5,00	0,00	0,00	0,00	4,52	6,78	4,52	2,26	6,78	4,52	4,52	2,26	4,52
D	B	9,00	-1,00	-2,00	4,52	9,04	6,78	2,26	0,00	2,26	2,26	0,00	0,00	4,52	0,00	4,52
D	C	10,00	4,00	-7,00	4,52	9,04	4,52	4,52	0,00	0,00	9,04	0,00	0,00	0,00	9,04	9,04
D	D	1,00	1,00	2,00	4,52	4,52	4,52	2,26	6,78	2,26	4,52	6,78	4,52	9,04	4,52	4,52
D	E	2,00	2,00	0,00	4,52	6,78	6,78	2,26	4,52	4,52	4,52	2,26	6,78	2,26	2,26	6,78
D	F	5,00	2,00	0,00	4,52	6,78	9,04	2,26	4,52	4,52	4,52	4,52	4,52	4,52	6,78	9,04
D	G	11,00	1,00	6,00	6,78	6,78	6,78	4,52	4,52	0,00	0,00	0,00	4,52	4,52	2,26	9,04
D	H	8,00	8,00	0,00	2,26	9,04	6,78	2,26	0,00	2,26	2,26	2,26	6,78	6,78	6,78	9,04
D	I	2,00	1,00	0,00	2,26	2,26	6,78	2,26	4,52	4,52	2,26	2,26	4,52	4,52	4,52	6,78
D	J	3,00	2,00	5,00	6,78	4,52	4,52	4,52	4,52	2,26	4,52	4,52	4,52	6,78	0,00	9,04
D	K	0,00	3,00	-1,00	2,26	4,52	4,52	2,26	4,52	4,52	4,52	4,52	4,52	6,78	6,78	6,78
D	L	1,00	2,00	-3,00	0,00	4,52	4,52	4,52	2,26	4,52	2,26	6,78	2,26	4,52	4,52	9,04
D	M	10,00	4,00	7,00	9,04	4,52	6,78	2,26	2,26	2,26	0,00	0,00	6,78	6,78	4,52	9,04
D	N	8,00	6,00	5,00	9,04	6,78	6,78	0,00	4,52	0,00	4,52	2,26	6,78	6,78	6,78	6,78
E	A	9,00	6,00	-1,00	9,04	9,04	9,04	6,78	0,00	0,00	4,52	6,78	6,78	6,78	6,78	9,04
E	B	8,00	3,00	0,00	9,04	6,78	9,04	2,26	6,78	2,26	4,52	4,52	6,78	4,52	9,04	9,04
E	C	7,00	9,00	2,00	6,78	9,04	4,52	2,26	2,26	0,00	4,52	4,52	6,78	6,78	9,04	9,04
E	D	12,00	6,00	-1,00	9,04	9,04	9,04	4,52	2,26	0,00	6,78	2,26	4,52	6,78	9,04	9,04
E	E	12,00	7,00	-2,00	9,04	9,04	9,04	4,52	0,00	0,00	4,52	2,26	6,78	4,52	9,04	9,04
E	F	3,00	-1,00	-3,00	4,52	6,78	6,78	4,52	2,26	4,52	4,52	4,52	2,26	4,52	4,52	4,52
E	G	-2,00	-2,00	-3,00	2,26	4,52	4,52	4,52	2,26	2,26	6,78	6,78	0,00	2,26	2,26	0,00
E	H	0,00	-3,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	2,26	4,52	2,26	2,26
E	I	-10,00	-4,00	1,00	0,00	0,00	0,00	2,26	6,78	9,04	2,26	9,04	2,26	2,26	4,52	0,00
E	J	-2,00	0,00	-4,00	2,26	4,52	0,00	2,26	0,00	2,26	4,52	2,26	2,26	0,00	2,26	0,00
E	K	-2,00	-2,00	0,00	2,26	2,26	4,52	6,78	4,52	4,52	2,26	6,78	4,52	2,26	4,52	4,52
E	L	2,00	-2,00	-2,00	4,52	4,52	6,78	4,52	4,52	4,52	4,52	4,52	2,26	4,52	4,52	4,52
E	M	5,00	0,00	2,00	6,78	6,78	4,52	4,52	4,52	6,78	4,52	2,26	2,26	6,78	4,52	6,78
E	N	1,00	-4,00	-1,00	4,52	4,52	4,52	4,52	4,52	4,52	2,26	4,52	2,26	2,26	4,52	2,26
F	A	1,00	4,00	4,00	6,78	4,52	4,52	2,26	2,26	4,52	2,26	6,78	6,78	9,04	4,52	6,78
F	B	6,00	0,00	1,00	4,52	4,52	6,78	0,00	4,52	0,00	2,26	2,26	2,26	2,26	4,52	4,52
F	C	7,00	2,00	-2,00	6,78	6,78	9,04	2,26	0,00	4,52	4,52	4,52	2,26	4,52	6,78	6,78
F	D	-2,00	3,00	3,00	2,26	2,26	2,26	2,26	4,52	2,26	2,26	4,52	4,52	6,78	6,78	2,26
F	E	0,00	3,00	0,00	4,52	2,26	6,78	2,26	2,26	4,52	2,26	4,52	6,78	6,78	6,78	4,52
F	F	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
F	G	7,00	6,00	1,00	6,78	6,78	6,78	2,26	2,26	0,00	2,26	4,52	6,78	4,52	6,78	6,78
F	H	6,00	9,00	4,00	6,78	4,52	4,52	0,00	2,26	0,00	0,00	4,52	6,78	9,04	6,78	6,78
F	I	-4,00	5,00	3,00	2,26	2,26	4,52	2,26	4,52	0,00	4,52	6,78	9,04	6,78	4,52	2,26
F	J	6,00	5,00	2,00	4,52	4,52	6,78	2,26	0,00	0,00	2,26	2,26	6,78	4,52	4,52	6,78
F	K	4,00	8,00	5,00	6,78	4,52	6,78	0,00	2,26	0,00	2,26	4,52	9,04	9,04	6,78	6,78
F	L	2,00	7,00	1,00	2,26	4,52	6,78	2,26	2,26	0,00	2,26	4,52	9,04	9,04	6,78	4,52
F	M	6,00	8,00	5,00	6,78	4,52	6,78	0,00	2,26	0,00	0,00	4,52	9,04	9,04	6,78	6,78
F	N	3,00	5,00	6,00	6,78	4,52	6,78	2,26	4,52	0,00	2,26	6,78	9,04	6,78	6,78	6,78
J	A	-7,00	-2,00	1,00	0,00	0,00	2,26	4,52	6,78	4,52	4,52	4,52	4,52	2,26	2,26	2,26
J	B	11,00	6,00	1,00	9,04	9,04	6,78	2,26	0,00	2,26	2,26	4,52	4,52	6,78	9,04	9,04
J	C	13,00	6,00	0,00	9,04	9,04	9,04	0,00	0,00	2,26	0,00	4,52	4,52	6,78	9,04	9,04
J	D	7,00	4,00	0,00	4,52	9,04	4,52	0,00	0,00	2,26	2,26	2,26	4,52	2,26	2,26	9,04
J	E	-5,00	-2,00	3,00	2,26	2,26	4,52	6,78	9,04	4,52	4,52	6,78	6,78	2,26	4,52	4,52
J	F	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
J	G	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
J	H	9,00	9,00	4,00	6,78	6,78	4,52	0,00	0,00	0,00	0,00	2,26	6,78	6,78	6,78	9,04
J	I	6,00	9,00	1,00	6,78	4,52	6,78	0,00	0,00	0,00	4,52	4,52	6,78	6,78	6,78	9,04
J	J	13,00	6,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	4,52	6,78	6,78	9,04

J	K	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
J	L	3,00	6,00	1,00	4,52	4,52	4,52	0,00	0,00	2,26	2,26	2,26	6,78	4,52	2,26	6,78
J	M	2,00	4,00	2,00	4,52	4,52	4,52	2,26	2,26	2,26	4,52	4,52	4,52	4,52	4,52	6,78
J	N	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
K	A	15,00	7,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	4,52	6,78	9,04	9,04
K	B	13,00	9,00	3,00	6,78	9,04	9,04	0,00	0,00	0,00	0,00	2,26	6,78	9,04	6,78	9,04
K	C	17,00	5,00	0,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	0,00	2,26	6,78	9,04	9,04
K	D	13,00	8,00	-1,00	9,04	9,04	9,04	0,00	0,00	0,00	4,52	2,26	4,52	6,78	9,04	9,04
K	E	10,00	5,00	0,00	9,04	9,04	9,04	2,26	4,52	2,26	4,52	2,26	6,78	6,78	9,04	9,04
K	F	11,00	7,00	3,00	9,04	9,04	9,04	2,26	4,52	0,00	2,26	4,52	6,78	9,04	9,04	9,04
K	G	14,00	4,00	3,00	9,04	9,04	9,04	2,26	4,52	0,00	0,00	2,26	4,52	6,78	9,04	9,04
K	H	14,00	7,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	4,52	6,78	9,04	9,04
K	I	14,00	8,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	6,78	6,78	9,04	9,04
K	J	15,00	8,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	4,52	9,04	9,04	9,04
K	K	12,00	11,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	9,04	9,04	9,04	9,04
K	L	9,00	11,00	3,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	9,04	9,04	9,04	9,04	9,04
K	M	11,00	10,00	3,00	9,04	9,04	9,04	0,00	2,26	0,00	2,26	4,52	9,04	9,04	9,04	9,04
K	N	12,00	11,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	9,04	9,04	9,04	9,04
M	A	13,00	5,00	-1,00	6,78	9,04	9,04	2,26	0,00	0,00	2,26	4,52	2,26	4,52	9,04	9,04
M	B	13,00	5,00	-2,00	6,78	9,04	9,04	0,00	0,00	0,00	2,26	2,26	4,52	2,26	9,04	9,04
M	C	13,00	3,00	1,00	6,78	9,04	9,04	0,00	2,26	0,00	2,26	4,52	2,26	2,26	6,78	9,04
M	D	12,00	6,00	0,00	9,04	9,04	9,04	2,26	0,00	0,00	4,52	4,52	4,52	4,52	9,04	9,04
M	E	14,00	3,00	1,00	6,78	9,04	9,04	2,26	0,00	0,00	0,00	4,52	2,26	4,52	6,78	9,04
M	F	11,00	4,00	1,00	9,04	9,04	9,04	2,26	2,26	0,00	4,52	4,52	4,52	4,52	6,78	9,04
M	G	14,00	4,00	2,00	9,04	9,04	9,04	0,00	0,00	2,26	0,00	4,52	2,26	4,52	9,04	9,04
M	H	11,00	4,00	-1,00	9,04	9,04	9,04	4,52	2,26	0,00	4,52	4,52	4,52	4,52	9,04	9,04
M	I	13,00	6,00	2,00	9,04	9,04	9,04	0,00	2,26	0,00	2,26	4,52	2,26	6,78	9,04	9,04
M	J	9,00	3,00	3,00	4,52	9,04	6,78	0,00	2,26	0,00	0,00	4,52	2,26	4,52	4,52	6,78
M	K	12,00	5,00	-1,00	4,52	9,04	9,04	0,00	0,00	0,00	2,26	4,52	2,26	4,52	6,78	9,04
M	L	13,00	6,00	-2,00	9,04	9,04	9,04	0,00	0,00	2,26	4,52	2,26	2,26	4,52	9,04	9,04
M	M	16,00	3,00	-1,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	0,00	2,26	6,78	9,04
M	N	16,00	4,00	1,00	9,04	9,04	9,04	2,26	0,00	0,00	0,00	2,26	2,26	4,52	9,04	9,04
N	A	-2,00	2,00	2,00	9,04	4,52	9,04	4,52	9,04	9,04	9,04	9,04	9,04	9,04	9,04	9,04
N	B	4,00	2,00	2,00	9,04	9,04	9,04	9,04	9,04	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	C	2,00	2,00	2,00	9,04	9,04	9,04	4,52	9,04	9,04	9,04	4,52	9,04	9,04	9,04	9,04
N	D	4,00	4,00	4,00	9,04	9,04	9,04	4,52	9,04	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	E	4,00	6,00	2,00	9,04	9,04	9,04	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	F	4,00	6,00	2,00	9,04	9,04	9,04	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	G	4,00	6,00	2,00	9,04	9,04	9,04	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	H	2,00	8,00	2,00	9,04	9,04	4,52	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	I	4,00	6,00	2,00	9,04	9,04	9,04	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	J	4,00	6,00	2,00	9,04	9,04	9,04	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	K	4,00	6,00	2,00	9,04	9,04	9,04	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	L	4,00	6,00	2,00	9,04	9,04	9,04	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	M	4,00	6,00	2,00	9,04	9,04	9,04	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04	9,04
N	N	0,00	2,00	4,00	9,04	9,04	4,52	4,52	9,04	9,04	9,04	4,52	9,04	9,04	4,52	9,04

Korea Executive team 1

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	0,00	0,00	0,00	9,04	9,04	9,04	9,04	9,04	9,04	9,04	9,04	9,04	9,04	9,04	9,04
A	B	2,00	-2,00	-4,00	2,26	4,52	4,52	6,78	2,26	4,52	4,52	0,00	2,26	2,26	2,26	4,52
A	C	5,00	1,00	0,00	9,04	6,78	6,78	4,52	4,52	4,52	6,78	4,52	4,52	4,52	6,78	9,04
A	D	3,00	0,00	-1,00	9,04	9,04	9,04	6,78	6,78	6,78	9,04	4,52	9,04	4,52	6,78	9,04
A	E	0,00	0,00	-3,00	4,52	9,04	9,04	6,78	6,78	6,78	9,04	6,78	6,78	6,78	6,78	6,78
A	F	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52



A	G	3,00	3,00	0,00	9,04	9,04	9,04	6,78	9,04	4,52	9,04	6,78	9,04	9,04	9,04	9,04
A	H	2,00	3,00	0,00	9,04	9,04	6,78	9,04	6,78	6,78	6,78	9,04	9,04	9,04	9,04	9,04
A	I	3,00	3,00	-1,00	9,04	9,04	9,04	9,04	4,52	6,78	9,04	6,78	9,04	9,04	9,04	9,04
A	J	2,00	-2,00	-3,00	9,04	9,04	9,04	9,04	6,78	9,04	9,04	6,78	6,78	6,78	9,04	6,78
A	K	-1,00	1,00	-3,00	0,00	0,00	0,00	4,52	0,00	2,26	2,26	0,00	2,26	0,00	4,52	2,26
B	A	11,00	3,00	2,00	6,78	6,78	9,04	0,00	6,78	0,00	0,00	2,26	4,52	6,78	9,04	6,78
B	B	11,00	4,00	3,00	6,78	9,04	9,04	4,52	4,52	0,00	2,26	6,78	4,52	9,04	6,78	9,04
B	C	12,00	6,00	-1,00	4,52	9,04	4,52	0,00	4,52	0,00	2,26	0,00	2,26	6,78	9,04	9,04
B	D	17,00	3,00	0,00	6,78	9,04	9,04	0,00	4,52	0,00	0,00	0,00	0,00	6,78	9,04	9,04
B	E	16,00	2,00	4,00	9,04	9,04	6,78	2,26	4,52	0,00	0,00	0,00	2,26	4,52	6,78	9,04
B	F	15,00	1,00	-1,00	9,04	9,04	9,04	2,26	4,52	2,26	0,00	0,00	4,52	2,26	9,04	9,04
B	G	16,00	3,00	0,00	9,04	9,04	9,04	0,00	4,52	0,00	0,00	2,26	2,26	4,52	9,04	9,04
B	H	13,00	7,00	2,00	6,78	6,78	9,04	0,00	2,26	0,00	0,00	2,26	4,52	9,04	9,04	9,04
B	I	14,00	2,00	0,00	6,78	6,78	9,04	0,00	6,78	0,00	0,00	0,00	2,26	4,52	9,04	9,04
B	J	13,00	6,00	-2,00	6,78	9,04	6,78	0,00	2,26	0,00	2,26	2,26	2,26	4,52	9,04	9,04
B	K	7,00	7,00	2,00	4,52	4,52	6,78	0,00	4,52	0,00	0,00	4,52	6,78	6,78	9,04	6,78
C	A	6,00	7,00	1,00	4,52	6,78	6,78	0,00	0,00	2,26	0,00	6,78	4,52	9,04	6,78	6,78
C	B	1,00	5,00	3,00	4,52	6,78	6,78	0,00	4,52	4,52	2,26	4,52	9,04	9,04	4,52	4,52
C	C	12,00	8,00	0,00	6,78	9,04	9,04	0,00	0,00	0,00	2,26	4,52	4,52	9,04	9,04	9,04
C	D	12,00	9,00	6,00	9,04	9,04	6,78	0,00	2,26	0,00	0,00	4,52	6,78	9,04	9,04	9,04
C	E	6,00	7,00	4,00	6,78	6,78	6,78	0,00	4,52	0,00	2,26	6,78	9,04	6,78	9,04	6,78
C	F	10,00	10,00	3,00	6,78	9,04	9,04	0,00	0,00	0,00	0,00	6,78	9,04	9,04	9,04	9,04
C	G	6,00	8,00	5,00	6,78	6,78	6,78	0,00	4,52	0,00	0,00	6,78	9,04	9,04	9,04	6,78
C	H	13,00	9,00	4,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	6,78	9,04	9,04	9,04
C	I	8,00	7,00	0,00	6,78	9,04	9,04	2,26	0,00	2,26	2,26	9,04	6,78	9,04	9,04	9,04
C	J	5,00	9,00	1,00	4,52	4,52	4,52	2,26	0,00	2,26	2,26	2,26	9,04	6,78	9,04	9,04
C	K	11,00	8,00	2,00	6,78	9,04	9,04	0,00	0,00	0,00	0,00	4,52	9,04	4,52	9,04	9,04
D	A	7,00	6,00	0,00	4,52	9,04	4,52	4,52	4,52	2,26	2,26	4,52	6,78	6,78	9,04	9,04
D	B	-1,00	2,00	-3,00	4,52	6,78	4,52	4,52	2,26	4,52	6,78	4,52	4,52	4,52	4,52	4,52
D	C	8,00	6,00	-3,00	6,78	9,04	4,52	0,00	0,00	4,52	4,52	2,26	4,52	4,52	6,78	9,04
D	D	7,00	-1,00	0,00	6,78	9,04	6,78	9,04	4,52	4,52	4,52	6,78	4,52	4,52	6,78	9,04
D	E	1,00	-2,00	1,00	2,26	6,78	6,78	2,26	6,78	4,52	4,52	4,52	4,52	4,52	2,26	4,52
D	F	1,00	4,00	2,00	4,52	4,52	4,52	4,52	4,52	6,78	2,26	4,52	6,78	6,78	6,78	9,04
D	G	5,00	4,00	0,00	4,52	6,78	4,52	0,00	4,52	4,52	2,26	2,26	4,52	6,78	6,78	6,78
D	H	9,00	6,00	2,00	9,04	9,04	9,04	0,00	4,52	2,26	4,52	2,26	6,78	9,04	6,78	9,04
D	I	2,00	4,00	-1,00	4,52	6,78	2,26	2,26	4,52	4,52	4,52	2,26	4,52	4,52	6,78	6,78
D	J	3,00	1,00	-2,00	6,78	6,78	4,52	4,52	2,26	4,52	4,52	4,52	4,52	2,26	6,78	6,78
D	K	-5,00	2,00	0,00	4,52	2,26	0,00	4,52	2,26	4,52	4,52	6,78	4,52	4,52	4,52	2,26
G	A	12,00	7,00	0,00	6,78	6,78	9,04	0,00	0,00	0,00	2,26	2,26	4,52	4,52	9,04	9,04
G	B	5,00	4,00	0,00	4,52	4,52	4,52	0,00	0,00	2,26	2,26	2,26	2,26	4,52	4,52	4,52
G	C	6,00	10,00	2,00	6,78	4,52	4,52	0,00	0,00	2,26	2,26	4,52	6,78	6,78	9,04	9,04
G	D	6,00	2,00	1,00	4,52	4,52	4,52	4,52	2,26	0,00	2,26	2,26	2,26	4,52	4,52	4,52
G	E	7,00	4,00	2,00	4,52	4,52	4,52	0,00	0,00	0,00	0,00	2,26	2,26	4,52	4,52	4,52
G	F	7,00	6,00	3,00	4,52	4,52	4,52	0,00	0,00	0,00	0,00	2,26	4,52	4,52	4,52	6,78
G	G	8,00	6,00	2,00	6,78	4,52	4,52	2,26	0,00	0,00	2,26	2,26	4,52	4,52	4,52	9,04
G	H	7,00	6,00	3,00	4,52	4,52	4,52	0,00	0,00	0,00	0,00	2,26	4,52	4,52	4,52	6,78
G	I	7,00	4,00	2,00	4,52	4,52	4,52	0,00	0,00	0,00	0,00	2,26	2,26	4,52	4,52	4,52
G	J	5,00	6,00	1,00	4,52	4,52	4,52	0,00	0,00	0,00	2,26	2,26	4,52	4,52	4,52	4,52
G	K	6,00	2,00	2,00	4,52	4,52	4,52	0,00	2,26	2,26	0,00	2,26	2,26	4,52	4,52	4,52
H	A	7,00	10,00	-1,00	2,26	6,78	4,52	0,00	0,00	0,00	0,00	4,52	4,52	6,78	9,04	6,78
H	B	6,00	10,00	2,00	4,52	4,52	6,78	0,00	0,00	0,00	0,00	2,26	9,04	9,04	6,78	6,78
H	C	13,00	9,00	0,00	6,78	6,78	9,04	0,00	0,00	0,00	0,00	0,00	6,78	9,04	9,04	9,04
H	D	15,00	8,00	1,00	9,04	6,78	9,04	0,00	0,00	0,00	0,00	0,00	4,52	9,04	9,04	9,04
H	E	17,00	6,00	1,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	0,00	2,26	9,04	9,04	9,04
H	F	8,00	8,00	7,00	6,78	9,04	6,78	0,00	6,78	0,00	0,00	4,52	9,04	9,04	6,78	9,04

H	G	4,00	15,00	4,00	2,26	4,52	2,26	0,00	0,00	0,00	0,00	4,52	9,04	9,04	9,04	9,04
H	H	14,00	8,00	3,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	2,26	6,78	9,04	9,04	9,04
H	I	10,00	10,00	-4,00	4,52	9,04	6,78	0,00	0,00	0,00	4,52	2,26	4,52	6,78	9,04	9,04
H	J	13,00	8,00	2,00	6,78	6,78	9,04	0,00	2,26	0,00	0,00	2,26	4,52	9,04	9,04	9,04
H	K	14,00	6,00	-5,00	4,52	9,04	9,04	2,26	0,00	0,00	2,26	0,00	2,26	6,78	9,04	9,04
I	A	4,00	7,00	2,00	6,78	4,52	6,78	2,26	2,26	2,26	2,26	4,52	9,04	6,78	9,04	6,78
I	B	0,00	-3,00	0,00	4,52	4,52	6,78	6,78	6,78	4,52	4,52	6,78	4,52	4,52	4,52	4,52
I	C	0,00	7,00	4,00	6,78	6,78	4,52	2,26	6,78	4,52	4,52	6,78	9,04	9,04	9,04	6,78
I	D	10,00	7,00	0,00	9,04	9,04	9,04	0,00	0,00	2,26	4,52	2,26	6,78	6,78	6,78	9,04
I	E	8,00	2,00	-4,00	4,52	9,04	6,78	4,52	2,26	2,26	4,52	2,26	2,26	4,52	6,78	6,78
I	F	9,00	9,00	2,00	9,04	9,04	6,78	0,00	2,26	0,00	4,52	2,26	9,04	6,78	6,78	9,04
I	G	5,00	6,00	0,00	6,78	6,78	6,78	2,26	2,26	4,52	4,52	4,52	6,78	6,78	6,78	9,04
I	H	9,00	8,00	3,00	9,04	9,04	9,04	0,00	0,00	2,26	2,26	4,52	9,04	9,04	6,78	9,04
I	I	8,00	6,00	-3,00	6,78	6,78	6,78	4,52	0,00	2,26	4,52	2,26	4,52	9,04	6,78	9,04
I	J	5,00	6,00	5,00	9,04	6,78	9,04	2,26	4,52	2,26	4,52	6,78	9,04	9,04	6,78	9,04
I	K	1,00	4,00	0,00	4,52	4,52	4,52	2,26	2,26	4,52	4,52	6,78	4,52	4,52	6,78	6,78
J	A	-4,00	1,00	4,00	2,26	4,52	4,52	4,52	6,78	4,52	4,52	6,78	6,78	6,78	4,52	4,52
J	B	2,00	-2,00	1,00	4,52	4,52	4,52	4,52	4,52	4,52	2,26	4,52	4,52	2,26	2,26	6,78
J	C	1,00	0,00	-1,00	6,78	6,78	9,04	4,52	4,52	4,52	6,78	4,52	9,04	4,52	6,78	4,52
J	D	1,00	1,00	2,00	6,78	4,52	6,78	4,52	4,52	4,52	4,52	6,78	6,78	4,52	6,78	6,78
J	E	5,00	0,00	1,00	6,78	9,04	9,04	6,78	4,52	4,52	4,52	6,78	6,78	4,52	6,78	9,04
J	F	1,00	2,00	-1,00	4,52	4,52	4,52	4,52	4,52	4,52	2,26	2,26	6,78	6,78	6,78	4,52
J	G	0,00	1,00	-1,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	6,78	4,52
J	H	10,00	8,00	2,00	9,04	9,04	9,04	2,26	0,00	2,26	2,26	4,52	9,04	9,04	9,04	9,04
J	I	2,00	2,00	2,00	6,78	4,52	4,52	4,52	4,52	4,52	4,52	4,52	6,78	4,52	4,52	9,04
J	J	2,00	2,00	4,00	6,78	6,78	6,78	4,52	6,78	4,52	4,52	6,78	6,78	6,78	6,78	9,04
J	K	-8,00	-4,00	-7,00	0,00	2,26	2,26	6,78	6,78	9,04	4,52	4,52	4,52	2,26	6,78	0,00

Chinese team 1

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	11,00	9,00	4,00	9,04	6,78	6,78	0,00	2,26	0,00	0,00	4,52	6,78	9,04	9,04	9,04
A	B	16,00	4,00	-2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	2,26	4,52	9,04	6,78
A	C	7,00	6,00	6,00	6,78	4,52	4,52	2,26	2,26	0,00	0,00	2,26	6,78	6,78	4,52	6,78
A	D	7,00	2,00	0,00	4,52	4,52	4,52	2,26	2,26	0,00	0,00	2,26	2,26	4,52	4,52	4,52
A	E	11,00	9,00	5,00	9,04	9,04	6,78	0,00	4,52	0,00	0,00	4,52	9,04	9,04	9,04	9,04
A	F	11,00	8,00	4,00	9,04	9,04	6,78	0,00	2,26	0,00	0,00	4,52	6,78	9,04	9,04	6,78
A	G	15,00	7,00	-2,00	6,78	9,04	6,78	0,00	0,00	0,00	0,00	0,00	2,26	4,52	9,04	9,04
A	H	13,00	6,00	1,00	9,04	9,04	6,78	0,00	2,26	0,00	0,00	2,26	4,52	6,78	6,78	9,04
A	I	8,00	8,00	5,00	6,78	6,78	4,52	0,00	2,26	0,00	0,00	2,26	9,04	6,78	6,78	6,78
A	J	13,00	9,00	3,00	9,04	9,04	6,78	0,00	2,26	0,00	0,00	2,26	6,78	9,04	9,04	9,04
B	A	6,00	8,00	2,00	9,04	9,04	4,52	4,52	2,26	0,00	4,52	9,04	6,78	9,04	9,04	6,78
B	B	9,00	9,00	-1,00	6,78	9,04	9,04	4,52	0,00	0,00	4,52	4,52	9,04	9,04	9,04	9,04
B	C	4,00	5,00	2,00	9,04	9,04	6,78	4,52	4,52	4,52	4,52	6,78	9,04	9,04	6,78	9,04
B	D	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
B	E	9,00	7,00	3,00	9,04	9,04	9,04	2,26	4,52	2,26	4,52	2,26	9,04	9,04	9,04	9,04
B	F	9,00	5,00	4,00	9,04	9,04	9,04	0,00	6,78	2,26	0,00	4,52	9,04	6,78	9,04	9,04
B	G	15,00	8,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	6,78	6,78	9,04	9,04
B	H	15,00	4,00	-1,00	9,04	9,04	9,04	2,26	0,00	2,26	0,00	0,00	4,52	4,52	9,04	9,04
B	I	13,00	6,00	2,00	9,04	9,04	6,78	0,00	2,26	0,00	0,00	0,00	6,78	4,52	6,78	9,04
B	J	5,00	-1,00	4,00	6,78	6,78	6,78	2,26	4,52	4,52	2,26	2,26	6,78	4,52	2,26	6,78
C	A	15,00	7,00	2,00	9,04	9,04	9,04	2,26	0,00	0,00	0,00	2,26	4,52	9,04	9,04	9,04
C	B	12,00	8,00	2,00	6,78	6,78	6,78	0,00	0,00	0,00	0,00	2,26	4,52	6,78	9,04	9,04
C	C	12,00	10,00	5,00	9,04	9,04	6,78	0,00	0,00	0,00	0,00	4,52	6,78	9,04	9,04	9,04
C	D	1,00	4,00	0,00	4,52	2,26	4,52	2,26	2,26	2,26	0,00	6,78	6,78	4,52	6,78	4,52
C	E	11,00	8,00	4,00	9,04	6,78	9,04	2,26	0,00	0,00	0,00	4,52	9,04	6,78	9,04	9,04

C	F	14,00	9,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	6,78	9,04	9,04	9,04
C	G	14,00	8,00	3,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	4,52	9,04	9,04	9,04
C	H	12,00	9,00	4,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	9,04	6,78	9,04	9,04
C	I	13,00	8,00	3,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	6,78	6,78	9,04	9,04
C	J	15,00	8,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	4,52	9,04	9,04	9,04
E	A	13,00	6,00	-5,00	6,78	9,04	9,04	2,26	0,00	0,00	4,52	2,26	2,26	4,52	9,04	9,04
E	B	-2,00	4,00	4,00	4,52	2,26	2,26	0,00	4,52	4,52	0,00	4,52	9,04	4,52	4,52	4,52
E	C	-5,00	4,00	8,00	4,52	2,26	2,26	2,26	9,04	4,52	2,26	6,78	9,04	9,04	6,78	4,52
E	D	1,00	2,00	-1,00	4,52	4,52	4,52	2,26	4,52	4,52	2,26	4,52	4,52	4,52	9,04	2,26
E	E	7,00	5,00	4,00	9,04	4,52	9,04	2,26	2,26	2,26	2,26	9,04	6,78	6,78	9,04	9,04
E	F	12,00	2,00	-6,00	9,04	9,04	9,04	4,52	0,00	2,26	4,52	2,26	2,26	4,52	9,04	6,78
E	G	7,00	3,00	-9,00	4,52	9,04	9,04	2,26	0,00	4,52	6,78	6,78	2,26	4,52	9,04	9,04
E	H	11,00	5,00	-1,00	9,04	9,04	9,04	2,26	2,26	0,00	6,78	4,52	4,52	2,26	9,04	9,04
E	I	7,00	4,00	2,00	9,04	6,78	9,04	2,26	4,52	0,00	6,78	6,78	4,52	6,78	6,78	9,04
E	J	-8,00	5,00	3,00	0,00	2,26	0,00	9,04	9,04	2,26	2,26	9,04	9,04	9,04	9,04	2,26
G	A	13,00	8,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	4,52	9,04	6,78	9,04
G	B	9,00	4,00	-3,00	6,78	9,04	9,04	2,26	0,00	2,26	4,52	4,52	4,52	4,52	6,78	9,04
G	C	7,00	5,00	4,00	6,78	6,78	9,04	2,26	2,26	0,00	4,52	4,52	6,78	6,78	4,52	9,04
G	D	4,00	3,00	1,00	6,78	4,52	6,78	2,26	2,26	4,52	2,26	4,52	4,52	6,78	6,78	4,52
G	E	11,00	7,00	5,00	9,04	9,04	9,04	2,26	2,26	0,00	2,26	4,52	6,78	9,04	6,78	9,04
G	F	14,00	6,00	3,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	4,52	9,04	4,52	9,04
G	G	11,00	5,00	5,00	9,04	9,04	6,78	0,00	2,26	2,26	0,00	6,78	2,26	9,04	6,78	9,04
G	H	11,00	7,00	6,00	9,04	9,04	6,78	0,00	0,00	0,00	0,00	4,52	4,52	9,04	4,52	9,04
G	I	11,00	4,00	3,00	6,78	9,04	9,04	2,26	4,52	0,00	2,26	2,26	4,52	6,78	6,78	9,04
G	J	8,00	5,00	7,00	6,78	6,78	6,78	0,00	4,52	0,00	0,00	2,26	6,78	6,78	4,52	9,04
H	A	11,00	10,00	4,00	9,04	6,78	9,04	0,00	0,00	0,00	0,00	4,52	9,04	9,04	9,04	9,04
H	B	7,00	10,00	0,00	4,52	9,04	4,52	0,00	0,00	0,00	2,26	4,52	6,78	4,52	9,04	6,78
H	C	6,00	9,00	7,00	6,78	6,78	4,52	0,00	4,52	0,00	0,00	4,52	9,04	6,78	6,78	9,04
H	D	7,00	5,00	-1,00	4,52	4,52	4,52	2,26	0,00	0,00	2,26	0,00	4,52	4,52	6,78	6,78
H	E	11,00	8,00	3,00	9,04	9,04	9,04	2,26	0,00	0,00	2,26	4,52	9,04	4,52	9,04	9,04
H	F	14,00	6,00	0,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	4,52	4,52	9,04	9,04
H	G	16,00	6,00	0,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	4,52	4,52	9,04	9,04
H	H	14,00	6,00	1,00	9,04	6,78	9,04	2,26	0,00	0,00	0,00	0,00	6,78	4,52	9,04	9,04
H	I	14,00	7,00	2,00	6,78	9,04	6,78	0,00	0,00	0,00	0,00	0,00	4,52	6,78	6,78	9,04
H	J	6,00	10,00	2,00	4,52	6,78	4,52	0,00	0,00	0,00	0,00	4,52	6,78	9,04	6,78	6,78
I	A	10,00	7,00	1,00	6,78	9,04	6,78	2,26	0,00	2,26	2,26	4,52	4,52	9,04	6,78	9,04
I	B	15,00	6,00	-3,00	6,78	9,04	9,04	2,26	0,00	0,00	0,00	0,00	4,52	6,78	9,04	9,04
I	C	14,00	7,00	2,00	9,04	9,04	9,04	2,26	2,26	0,00	2,26	2,26	4,52	9,04	9,04	9,04
I	D	-1,00	8,00	1,00	4,52	2,26	4,52	0,00	2,26	2,26	4,52	4,52	6,78	9,04	6,78	4,52
I	E	6,00	5,00	4,00	9,04	6,78	9,04	2,26	6,78	4,52	2,26	6,78	9,04	9,04	9,04	9,04
I	F	13,00	6,00	1,00	9,04	6,78	9,04	2,26	0,00	2,26	0,00	2,26	4,52	9,04	9,04	9,04
I	G	13,00	9,00	0,00	6,78	9,04	9,04	0,00	0,00	0,00	0,00	2,26	6,78	6,78	9,04	9,04
I	H	12,00	6,00	0,00	9,04	9,04	9,04	2,26	2,26	2,26	2,26	2,26	6,78	6,78	9,04	9,04
I	I	13,00	7,00	3,00	9,04	9,04	9,04	2,26	2,26	0,00	0,00	4,52	6,78	9,04	9,04	9,04
I	J	4,00	9,00	4,00	9,04	4,52	6,78	0,00	4,52	2,26	4,52	6,78	9,04	9,04	9,04	9,04

Korea Project team 2

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	13,00	6,00	-1,00	9,04	9,04	9,04	2,26	0,00	0,00	4,52	2,26	2,26	6,78	9,04	6,78
A	B	11,00	7,00	1,00	9,04	6,78	9,04	2,26	2,26	0,00	4,52	2,26	6,78	4,52	9,04	9,04
A	C	9,00	4,00	0,00	9,04	9,04	9,04	0,00	4,52	0,00	4,52	2,26	4,52	4,52	9,04	4,52
A	D	7,00	3,00	1,00	4,52	9,04	4,52	0,00	0,00	2,26	0,00	4,52	2,26	4,52	4,52	4,52
A	E	11,00	8,00	-4,00	4,52	9,04	9,04	0,00	0,00	0,00	6,78	0,00	4,52	4,52	9,04	9,04
A	F	11,00	4,00	-2,00	4,52	9,04	6,78	0,00	2,26	0,00	4,52	0,00	2,26	0,00	6,78	9,04
A	G	13,00	5,00	0,00	9,04	9,04	9,04	0,00	2,26	0,00	4,52	4,52	2,26	2,26	9,04	9,04

B	A	9,00	4,00	0,00	6,78	6,78	4,52	0,00	2,26	0,00	4,52	4,52	0,00	2,26	6,78	9,04
B	B	9,00	4,00	-2,00	9,04	9,04	9,04	0,00	2,26	2,26	6,78	6,78	2,26	4,52	6,78	9,04
B	C	5,00	4,00	-4,00	4,52	6,78	4,52	0,00	0,00	2,26	4,52	2,26	2,26	4,52	4,52	4,52
B	D	2,00	0,00	-2,00	0,00	4,52	2,26	0,00	0,00	0,00	0,00	0,00	2,26	0,00	0,00	0,00
B	E	10,00	2,00	-4,00	6,78	6,78	9,04	2,26	2,26	2,26	4,52	2,26	2,26	4,52	6,78	9,04
B	F	6,00	1,00	-3,00	4,52	4,52	6,78	0,00	0,00	2,26	2,26	2,26	2,26	2,26	4,52	4,52
B	G	9,00	2,00	-1,00	6,78	6,78	9,04	4,52	4,52	2,26	2,26	6,78	2,26	6,78	9,04	9,04
C	A	3,00	2,00	-4,00	4,52	2,26	6,78	2,26	0,00	4,52	2,26	2,26	4,52	4,52	6,78	4,52
C	B	12,00	7,00	0,00	6,78	6,78	9,04	0,00	0,00	0,00	0,00	2,26	6,78	4,52	9,04	9,04
C	C	6,00	3,00	-5,00	2,26	6,78	9,04	2,26	0,00	2,26	4,52	4,52	4,52	2,26	4,52	9,04
C	D	2,00	3,00	-2,00	2,26	4,52	4,52	2,26	0,00	2,26	2,26	4,52	4,52	4,52	4,52	4,52
C	E	11,00	9,00	1,00	6,78	6,78	6,78	0,00	0,00	0,00	0,00	2,26	6,78	4,52	9,04	9,04
C	F	5,00	1,00	-7,00	0,00	6,78	6,78	2,26	0,00	2,26	2,26	2,26	2,26	2,26	4,52	4,52
C	G	2,00	6,00	-1,00	2,26	4,52	4,52	2,26	0,00	2,26	2,26	4,52	6,78	6,78	4,52	6,78
D	A	13,00	3,00	1,00	6,78	9,04	6,78	0,00	0,00	0,00	0,00	2,26	0,00	4,52	6,78	6,78
D	B	4,00	6,00	2,00	4,52	2,26	4,52	2,26	0,00	0,00	0,00	4,52	6,78	4,52	4,52	6,78
D	C	9,00	4,00	1,00	6,78	9,04	4,52	0,00	0,00	2,26	2,26	6,78	0,00	6,78	4,52	9,04
D	D	8,00	3,00	-4,00	6,78	9,04	9,04	0,00	0,00	2,26	4,52	6,78	2,26	4,52	6,78	6,78
D	E	14,00	4,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	2,26	4,52	6,78	9,04
D	F	10,00	3,00	0,00	6,78	4,52	6,78	2,26	0,00	0,00	2,26	2,26	0,00	4,52	6,78	6,78
D	G	2,00	7,00	7,00	4,52	0,00	4,52	4,52	4,52	0,00	2,26	4,52	6,78	9,04	6,78	6,78
E	A	2,00	1,00	-4,00	4,52	9,04	2,26	6,78	6,78	4,52	6,78	2,26	2,26	6,78	6,78	4,52
E	B	12,00	4,00	-1,00	9,04	9,04	6,78	2,26	0,00	2,26	2,26	4,52	2,26	4,52	9,04	9,04
E	C	10,00	9,00	0,00	6,78	6,78	4,52	0,00	0,00	0,00	2,26	4,52	2,26	6,78	9,04	9,04
E	D	5,00	2,00	-4,00	2,26	4,52	6,78	0,00	2,26	4,52	2,26	2,26	2,26	4,52	6,78	4,52
E	E	11,00	3,00	2,00	6,78	6,78	9,04	2,26	2,26	0,00	0,00	4,52	4,52	4,52	6,78	9,04
E	F	7,00	4,00	0,00	4,52	6,78	4,52	0,00	2,26	0,00	2,26	4,52	2,26	0,00	6,78	6,78
E	G	11,00	3,00	2,00	9,04	6,78	6,78	2,26	2,26	0,00	0,00	4,52	4,52	2,26	6,78	9,04
F	A	13,00	5,00	0,00	9,04	9,04	9,04	0,00	0,00	2,26	2,26	2,26	4,52	6,78	6,78	9,04
F	B	15,00	8,00	1,00	9,04	9,04	6,78	0,00	0,00	0,00	0,00	0,00	4,52	6,78	9,04	9,04
F	C	13,00	9,00	0,00	9,04	9,04	6,78	0,00	0,00	0,00	2,26	2,26	4,52	9,04	9,04	9,04
F	D	16,00	6,00	0,00	9,04	9,04	9,04	0,00	0,00	2,26	0,00	0,00	2,26	9,04	9,04	9,04
F	E	17,00	7,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	2,26	9,04	9,04	9,04
F	F	18,00	5,00	-1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	0,00	6,78	9,04	9,04
F	G	12,00	8,00	-1,00	9,04	9,04	6,78	0,00	0,00	2,26	4,52	2,26	2,26	9,04	9,04	9,04
G	A	16,00	3,00	-1,00	9,04	9,04	6,78	4,52	0,00	0,00	0,00	2,26	0,00	4,52	9,04	9,04
G	B	13,00	9,00	4,00	9,04	9,04	6,78	0,00	0,00	0,00	0,00	4,52	4,52	9,04	9,04	9,04
G	C	9,00	3,00	-2,00	9,04	9,04	4,52	4,52	2,26	2,26	4,52	2,26	2,26	4,52	6,78	6,78
G	D	-3,00	-9,00	0,00	0,00	4,52	2,26	4,52	9,04	4,52	4,52	0,00	0,00	0,00	0,00	0,00
G	E	12,00	10,00	5,00	9,04	9,04	6,78	0,00	0,00	0,00	0,00	4,52	6,78	9,04	9,04	9,04
G	F	11,00	10,00	1,00	6,78	9,04	6,78	0,00	0,00	0,00	0,00	2,26	6,78	9,04	9,04	6,78
G	G	9,00	10,00	2,00	9,04	9,04	9,04	0,00	0,00	2,26	2,26	6,78	9,04	9,04	9,04	9,04

Indian virtual team 1

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	15,00	4,00	3,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	2,26	4,52	4,52	6,78	9,04
A	B	3,00	5,00	2,00	4,52	4,52	4,52	0,00	2,26	2,26	0,00	4,52	6,78	4,52	6,78	4,52
A	C	13,00	1,00	2,00	6,78	9,04	9,04	0,00	2,26	0,00	0,00	2,26	0,00	6,78	6,78	4,52
A	D	12,00	4,00	3,00	6,78	9,04	6,78	0,00	2,26	0,00	0,00	2,26	4,52	4,52	4,52	9,04
A	E	7,00	2,00	-1,00	2,26	6,78	4,52	0,00	2,26	0,00	0,00	2,26	2,26	2,26	4,52	4,52
A	F	13,00	6,00	5,00	9,04	6,78	9,04	0,00	4,52	0,00	0,00	4,52	4,52	9,04	9,04	9,04
A	G	11,00	4,00	-2,00	4,52	9,04	4,52	0,00	0,00	2,26	0,00	0,00	0,00	4,52	6,78	6,78
B	A	12,00	10,00	-1,00	4,52	9,04	6,78	0,00	0,00	0,00	0,00	4,52	2,26	9,04	9,04	9,04
B	B	13,00	10,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	6,78	9,04	9,04	9,04
B	C	13,00	10,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	6,78	9,04	9,04	9,04

B	D	14,00	8,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	6,78	6,78	9,04	9,04
B	E	14,00	9,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	6,78	9,04	9,04	9,04
B	F	14,00	9,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	6,78	9,04	9,04	9,04
B	G	13,00	9,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	6,78	9,04	9,04	9,04
D	A	10,00	7,00	2,00	4,52	4,52	4,52	0,00	0,00	0,00	0,00	0,00	2,26	6,78	4,52	9,04
D	B	11,00	5,00	-1,00	6,78	6,78	4,52	0,00	0,00	0,00	0,00	0,00	2,26	4,52	6,78	6,78
D	C	3,00	10,00	6,00	4,52	4,52	2,26	0,00	0,00	2,26	0,00	2,26	9,04	9,04	2,26	6,78
D	D	15,00	6,00	-2,00	9,04	9,04	6,78	0,00	0,00	0,00	0,00	0,00	2,26	6,78	9,04	6,78
D	E	6,00	3,00	-1,00	2,26	4,52	2,26	0,00	2,26	0,00	0,00	0,00	0,00	2,26	4,52	4,52
D	F	2,00	5,00	0,00	2,26	2,26	2,26	0,00	0,00	4,52	0,00	2,26	2,26	6,78	4,52	4,52
D	G	7,00	4,00	-1,00	4,52	4,52	4,52	0,00	0,00	0,00	2,26	0,00	2,26	4,52	4,52	4,52
E	A	0,00	3,00	-1,00	2,26	6,78	2,26	6,78	0,00	4,52	4,52	4,52	4,52	9,04	2,26	4,52
E	B	11,00	7,00	-2,00	4,52	9,04	9,04	0,00	0,00	0,00	0,00	4,52	4,52	6,78	9,04	6,78
E	C	11,00	7,00	1,00	6,78	9,04	9,04	4,52	0,00	0,00	0,00	2,26	9,04	9,04	6,78	9,04
E	D	5,00	2,00	2,00	4,52	4,52	4,52	2,26	2,26	0,00	0,00	4,52	4,52	2,26	4,52	4,52
E	E	14,00	7,00	1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	4,52	6,78	9,04	9,04
E	F	7,00	4,00	3,00	6,78	4,52	4,52	0,00	0,00	0,00	0,00	4,52	2,26	4,52	4,52	4,52
E	G	3,00	4,00	-1,00	2,26	2,26	4,52	0,00	0,00	2,26	2,26	2,26	2,26	4,52	4,52	4,52
F	A	6,00	5,00	3,00	4,52	4,52	2,26	0,00	2,26	0,00	0,00	0,00	4,52	4,52	4,52	4,52
F	B	6,00	-2,00	-6,00	0,00	6,78	4,52	4,52	0,00	2,26	0,00	0,00	0,00	0,00	2,26	4,52
F	C	5,00	4,00	1,00	2,26	4,52	4,52	2,26	2,26	0,00	0,00	2,26	4,52	4,52	4,52	4,52
F	D	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
F	E	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
F	F	11,00	7,00	2,00	6,78	9,04	4,52	0,00	2,26	0,00	0,00	6,78	2,26	6,78	6,78	9,04

Indian virtual team 2

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
B	B	12,00	8,00	0,00	9,04	6,78	9,04	4,52	0,00	0,00	2,26	2,26	6,78	9,04	9,04	9,04
B	C	13,00	9,00	3,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	6,78	9,04	9,04	9,04
B	D	12,00	10,00	4,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	9,04	9,04	9,04	9,04
B	E	10,00	8,00	2,00	9,04	9,04	9,04	0,00	0,00	4,52	0,00	4,52	9,04	9,04	9,04	9,04
B	F	12,00	10,00	4,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	9,04	9,04	9,04	9,04
B	G	12,00	10,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	2,26	2,26	9,04	9,04	9,04	9,04
C	A	12,00	7,00	5,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	4,52	6,78	9,04	6,78	9,04
C	B	13,00	8,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	4,52	6,78	6,78	9,04	9,04
C	C	14,00	9,00	2,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	6,78	9,04	9,04	9,04
C	D	13,00	8,00	4,00	9,04	9,04	9,04	0,00	2,26	0,00	0,00	4,52	6,78	9,04	9,04	9,04
C	E	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
C	F	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
C	G	15,00	7,00	0,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	2,26	4,52	6,78	9,04	9,04
D	A	1,00	5,00	2,00	4,52	4,52	4,52	0,00	4,52	0,00	4,52	4,52	6,78	4,52	4,52	4,52
D	B	16,00	6,00	-3,00	6,78	9,04	9,04	0,00	0,00	0,00	2,26	0,00	0,00	4,52	9,04	9,04
D	C	18,00	5,00	-1,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	0,00	6,78	9,04	9,04
D	D	9,00	6,00	1,00	6,78	9,04	4,52	0,00	0,00	2,26	2,26	2,26	2,26	6,78	4,52	6,78
D	E	12,00	1,00	-5,00	4,52	6,78	6,78	2,26	0,00	0,00	0,00	0,00	0,00	2,26	6,78	4,52
D	F	11,00	4,00	-4,00	6,78	6,78	4,52	2,26	0,00	0,00	0,00	2,26	0,00	4,52	9,04	4,52
D	G	14,00	2,00	-4,00	4,52	9,04	6,78	2,26	0,00	0,00	0,00	0,00	0,00	2,26	6,78	6,78
E	A	-7,00	0,00	-1,00	0,00	0,00	2,26	4,52	4,52	4,52	2,26	2,26	6,78	2,26	4,52	0,00
E	B	6,00	2,00	-2,00	9,04	6,78	6,78	6,78	4,52	4,52	6,78	4,52	4,52	6,78	9,04	9,04
E	C	4,00	0,00	-1,00	6,78	6,78	6,78	4,52	4,52	4,52	4,52	4,52	4,52	4,52	6,78	6,78
E	D	-1,00	1,00	-3,00	2,26	4,52	4,52	4,52	2,26	2,26	6,78	4,52	2,26	4,52	4,52	2,26
E	E	9,00	6,00	1,00	9,04	6,78	6,78	2,26	2,26	2,26	2,26	4,52	6,78	6,78	9,04	9,04
E	F	13,00	4,00	-1,00	9,04	9,04	9,04	2,26	2,26	2,26	4,52	2,26	2,26	6,78	9,04	9,04
E	G	4,00	-1,00	-1,00	6,78	6,78	6,78	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	6,78
F	A	4,00	4,00	-2,00	4,52	4,52	4,52	2,26	2,26	2,26	2,26	0,00	6,78	4,52	6,78	4,52

F	B	2,00	6,00	4,00	4,52	4,52	4,52	0,00	2,26	0,00	2,26	6,78	6,78	6,78	4,52	4,52
F	C	4,00	3,00	-4,00	2,26	4,52	4,52	2,26	0,00	0,00	2,26	2,26	2,26	4,52	4,52	2,26
F	D	8,00	3,00	2,00	6,78	6,78	6,78	0,00	2,26	0,00	2,26	4,52	4,52	4,52	4,52	6,78
F	E	4,00	0,00	-1,00	4,52	4,52	4,52	0,00	2,26	4,52	2,26	2,26	2,26	2,26	4,52	4,52
F	F	7,00	3,00	1,00	9,04	6,78	6,78	2,26	2,26	2,26	2,26	6,78	4,52	6,78	6,78	6,78
F	G	5,00	4,00	0,00	4,52	4,52	4,52	0,00	0,00	0,00	2,26	4,52	2,26	4,52	4,52	4,52
G	A	-2,00	0,00	-2,00	0,00	2,26	2,26	4,52	0,00	2,26	2,26	2,26	4,52	0,00	0,00	2,26
G	B	2,00	7,00	2,00	4,52	4,52	4,52	4,52	2,26	2,26	2,26	9,04	6,78	6,78	9,04	6,78
G	C	9,00	-2,00	0,00	9,04	6,78	9,04	2,26	4,52	4,52	2,26	2,26	2,26	2,26	4,52	9,04
G	D	9,00	7,00	-3,00	9,04	9,04	9,04	4,52	0,00	2,26	4,52	4,52	9,04	4,52	9,04	9,04
G	E	-1,00	2,00	0,00	4,52	2,26	4,52	2,26	4,52	4,52	4,52	2,26	6,78	2,26	4,52	4,52
G	F	8,00	4,00	0,00	9,04	9,04	9,04	4,52	4,52	4,52	4,52	9,04	4,52	9,04	9,04	9,04

Indian virtual team 3

		X	Y	Z	S2	D2	N1	N2	O1	W1	W2	O2	C1	C2	D1	S1
A	A	16,00	6,00	0,00	9,04	9,04	9,04	0,00	0,00	0,00	0,00	0,00	4,52	4,52	9,04	9,04
A	B	13,00	5,00	3,00	9,04	6,78	6,78	0,00	0,00	0,00	0,00	0,00	2,26	9,04	4,52	6,78
A	C	9,00	5,00	3,00	6,78	4,52	6,78	0,00	2,26	0,00	0,00	0,00	6,78	6,78	4,52	6,78
A	D	8,00	3,00	0,00	4,52	4,52	4,52	2,26	0,00	0,00	0,00	0,00	2,26	4,52	4,52	4,52
A	E	10,00	7,00	0,00	4,52	6,78	4,52	0,00	0,00	0,00	0,00	0,00	2,26	6,78	6,78	6,78
A	F	8,00	4,00	0,00	4,52	4,52	4,52	0,00	0,00	0,00	0,00	0,00	2,26	4,52	4,52	4,52
A	G	9,00	5,00	0,00	4,52	6,78	4,52	0,00	0,00	0,00	0,00	0,00	2,26	6,78	4,52	4,52
B	A	1,00	0,00	-1,00	4,52	6,78	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
B	B	14,00	6,00	5,00	9,04	9,04	9,04	2,26	2,26	0,00	0,00	4,52	4,52	9,04	9,04	9,04
B	C	9,00	0,00	-1,00	9,04	9,04	9,04	4,52	2,26	2,26	2,26	4,52	4,52	4,52	6,78	4,52
B	D	5,00	4,00	2,00	9,04	9,04	6,78	4,52	2,26	2,26	4,52	6,78	6,78	6,78	9,04	4,52
B	E	0,00	0,00	0,00	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52	4,52
B	F	13,00	8,00	4,00	9,04	9,04	9,04	2,26	0,00	0,00	0,00	4,52	6,78	9,04	9,04	9,04
B	G	6,00	4,00	0,00	6,78	9,04	6,78	2,26	2,26	4,52	4,52	2,26	6,78	6,78	6,78	6,78
C	A	-2,00	5,00	0,00	4,52	4,52	0,00	9,04	2,26	2,26	4,52	4,52	9,04	4,52	6,78	2,26
C	B	13,00	7,00	1,00	6,78	6,78	6,78	0,00	2,26	0,00	0,00	2,26	2,26	6,78	9,04	9,04
C	C	16,00	3,00	5,00	9,04	9,04	9,04	0,00	4,52	0,00	0,00	0,00	2,26	9,04	4,52	9,04
C	D	7,00	7,00	0,00	2,26	4,52	4,52	0,00	0,00	0,00	0,00	0,00	2,26	9,04	4,52	4,52
C	E	-2,00	9,00	9,00	4,52	0,00	0,00	0,00	6,78	0,00	2,26	4,52	9,04	6,78	4,52	6,78
C	F	16,00	6,00	1,00	9,04	9,04	6,78	2,26	2,26	0,00	0,00	0,00	2,26	9,04	9,04	9,04
C	G	6,00	1,00	-3,00	2,26	4,52	6,78	2,26	0,00	2,26	0,00	4,52	0,00	4,52	4,52	4,52
D	A	-1,00	7,00	-1,00	4,52	4,52	2,26	2,26	2,26	2,26	4,52	4,52	6,78	4,52	6,78	4,52
E	A	6,00	1,00	-3,00	4,52	4,52	4,52	2,26	2,26	0,00	4,52	0,00	2,26	0,00	4,52	4,52
E	B	2,00	4,00	-1,00	2,26	4,52	6,78	2,26	2,26	0,00	4,52	4,52	6,78	2,26	4,52	4,52
E	C	9,00	4,00	2,00	9,04	6,78	6,78	0,00	0,00	0,00	2,26	4,52	4,52	2,26	6,78	6,78
E	D	6,00	2,00	-2,00	4,52	4,52	4,52	0,00	0,00	0,00	2,26	2,26	2,26	0,00	4,52	4,52
E	E	9,00	2,00	4,00	9,04	9,04	9,04	0,00	6,78	0,00	2,26	4,52	6,78	4,52	6,78	6,78
E	F	3,00	4,00	3,00	6,78	4,52	4,52	0,00	4,52	2,26	2,26	4,52	6,78	4,52	6,78	4,52
E	G	5,00	1,00	-4,00	2,26	4,52	2,26	2,26	0,00	0,00	2,26	2,26	0,00	0,00	4,52	4,52
F	A	12,00	6,00	6,00	9,04	6,78	9,04	0,00	2,26	0,00	0,00	4,52	4,52	9,04	6,78	9,04
F	B	7,00	9,00	8,00	6,78	4,52	6,78	0,00	4,52	0,00	0,00	4,52	9,04	9,04	6,78	9,04
F	C	11,00	8,00	7,00	9,04	6,78	9,04	0,00	4,52	0,00	0,00	4,52	9,04	9,04	9,04	9,04
F	D	11,00	8,00	4,00	9,04	6,78	4,52	0,00	2,26	0,00	0,00	4,52	4,52	6,78	9,04	9,04
F	E	11,00	8,00	1,00	6,78	6,78	6,78	0,00	2,26	0,00	2,26	2,26	4,52	4,52	9,04	9,04
F	F	12,00	9,00	5,00	9,04	9,04	6,78	0,00	2,26	0,00	0,00	4,52	6,78	9,04	9,04	9,04
F	G	10,00	8,00	5,00	6,78	6,78	6,78	0,00	4,52	0,00	0,00	2,26	6,78	9,04	6,78	9,04

## Appendix 5 – Interview Transcripts

This appendix contains full transcripts for those interviews that were recorded, and interview notes for those that were not.

The transcripts here only include the DNV GL case. For transcripts from the Aker Solutions case, please refer to Nilssen & Ystgaard (2014)

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Manager	Seoul	44 min

### Transcript

Har du noen historier (knyttet opp mot kultur)?

Det med kultur blir ofte overdrevet. Vi har en tendens til å leve litt i stereotyper. Når du begynner å bli kjent med koreanerne, så er de like individuelle som det vi er. Man må behandle hvert individ forskjellig, og å lære dem å kjenne. Det er det samme som et team du har i Norge. Folk er forskjellige, de har forskjellige styrker, noen er ekstrovert, noen er introvert.

Er det lett å komme inn i varmen som utlending?

Koreanere er veldig åpne mot folk fra vesten. Man blir utrolig godt mottatt, og får utrolig mye bra hjelp. De ser ned på folk fra sør-øst-Asia, og ikke-vestlige land. Korea og Japan er som natt og dag der. I Korea så blir du som vestlig utlending mottatt fantastisk bra. Mens i Japan er det mye mer lukket. Kina er litt midt i mellom.

Hvordan føler du det er forskjeller i arbeidskultur her kontra i Norge?

Folk er utrolig mye mer dedikert til jobben enn det de er i Norge (igjen, det er forskjeller på folk). Folk står mye mer på her enn i Norge. De står på de fleste andre steder enn i Norge, så det sier ikke så veldig mye. Men effektiviteten er nok utrolig mye høyere i Norge enn her.

Så man får gjort mer med mindre dedikasjon?

Ja

Hva tror du er årsaken til det?

Litt med utdanning å gjøre, litt med kultur å gjøre. Koreansk samfunn er hierarkisk. Hele utdanningssystemet her er tilrettelagt for opptak til universitet. Det er det som er hensikten med utdannelsen, det er ikke nødvendigvis det å lære å forstå. Om du går inn på statistikk på internasjonale tester, så finner du Korea i topp tre på stort sett alt på barneskole, ungdomsskole og videregående, der ligger de på topp. Matematikk helt i toppen. Tar du steget litt lengre. For noen år siden hadde de en internasjonal matematikkonferanse (tilsvarende Nobelprisen i matematikk), det bidras ikke i forskningssiden fra matematikk fra en koreansk student som har studert i Korea. Du har folk som har studert i USA. Alt er giret i mot den universitets-entrance-eksamen. Det er en læreprosess der du bare mottar og pugger, du gjør det ikke for å forstå hva som skjer.

Hvordan trur du de oppfatter nordmenn?

Nordmenn ser du på som ganske okei. For det første så er, de som er under 30 i dag snakker okei engelsk, men de føler seg mye mer komfortabel med å snakke med andre som har engelsk som andrespråk. Nordmenn sier vi er veldig direkte. Enkelte tilfeller er vi det, men andre tilfeller så er vi... I en konfliktsituasjon er nordmenn utrolig indirekte? Utrolig konfliktsky. En klarer ikke å gi klare nok meldinger, og der blir det en del kommunikasjonsproblemer. Normalt går det utrolig bra, men dersom noe er litt kontroversielt som sies fra en nordmann til en koreaner, så kan det gå litt i stå. Det er den måten som en nordmann er vant til å kommunisere, en er vant til at motparten kan ta en halv melding, og ta til seg resten selv. Og det er ikke en måte en koreaner er vant til å kommunisere på.

Hvis jeg skulle begynne hos DNV GL, og du skulle gi meg det viktigste å fokusere på for å fortrest mulig kommer inn i hvordan en bør jobbe med koreanere?



Det som jeg sa at en behandler hver person som et individ. Og koreanere har en utrolig stor evne til å tilgi alle slags tabber. En må bare prøve seg frem, og ikke være nervøs for å gjøre noe feil. Om en fokuserer alt for mye på kultur, og på kulturforskjeller, så kommer man ingen vei.

Er det stor forskjell på DNV GL og et lokalt koreansk selskap på måten man jobber på?

Koreansk blir veldig hierarkisk, du venter på en beskjed på hva du skal gjøre ovenfra, og en utfordrer ikke nødvendigvis det som kommer. I utdannelsessystemet er du kun vant til å motta. Det er noe av det de sliter litt med, å få lokale ansatte til å... vi er vant til å skrike ut i tide og utide. Det er ikke koreanere.

Hvordan er det med koreanere som har lederansvar?

Igjen, så er det stor forskjell. Vi har prøvd mange i perioden jeg har vært her. Noen gjør det bra, andre ikke. Nå skal det være sagt at de fleste av de lokale lederne vi har her, i alle fall i maritim, hatt lengre perioder der de har jobbet utenfor Korea. Normalt er dette et krav før en går inn i en lederstilling.

Hvordan er dere organisert i team? Jobber man mye individuelt, er det faste team?

Nede på surveyer-nivå jobber man i mindre prosjektteam. I veldig små prosjekter jobber man litt på egenhånd, på litt større er det 2 til 10 mann som jobber sammen.

Hvordan er det med deg, har du et team du har mye med å gjøre?

Jeg er som en søppelbøtte. Vi har en regionalsjef som har overordnet ansvar for Korea og Japan. Jeg er hans «deputy», og har da mer ansvar for den daglige produksjonen. Han fokuserer mer på markedssiden og sånn. Sånn sett jobber en jo i et lederteam, men rollen min er litt mer ift krisehåndtering og det å rydde opp i ting. Det er ikke en jobb en blir så populær i. Men jeg har to stykker som rapporterer til meg som er koreanere, men dersom du prøver å sammenligne disse med en stereotyp koreaner, så er det fullstendig forskjellig. Hun ene har vært i Norge i mange år, hvor hun jobbet i den koreanske ambassaden. Hun snakker ikke så mye norsk, men forstår det veldig godt. Hun er veldig vant til hvordan ting fungerer i Norge også da. Han sier vi bør intervju henne.

Har dere noe treningsopplegg for teambygging/teamutvikling?

Det skjer mer på det lokale nivå. Vi har regionalsjef, under han har vi area managers, og så har vi distrikter, og så stasjoner. De største teamene får du helt nede på stasjonsnivå. De gjør en del ting, men det blir mest adhoc.

Er det mest sosiale ting, type middager og sånn?

Ja, dra på en fjelltur, ta en fisketur

Så det er ikke et kurs?

Nei

Har du noen tanker om hva som fungerer godt?

I Korea er det veldig viktig at en tar seg tid til å bli kjent med folk. Dersom man ønsker et langvarig forretningsforhold, så må en ta tid til å bygge et forhold til personene. Det er ikke bare å skrive en kontrakt å tro at ting er gjort.

Det er noe vi har sett på, forholdet mellom om samarbeidet er bygd på kontrakten eller tilliten?

Vi har kontrakt på alle prosjektene vi har hos skipsverftene. Kontrakten er et ganske tykt dokument. Det eneste den styrer er betalingsterminene, hva som egentlig beløpet som skal betales. Hvordan andre ting blir håndtert er mye basert på tillitt. Jeg har vært her i over tyve år, vi har levert i overkant av 1000 skip i den perioden. Eller minst 1000 skip. I den perioden der har vi ikke hatt en eneste sak som er løst i en rettsak. Det har vært konflikter, men de har vært løst på forhold mellom personer.

Tror du det gjelder de fleste samarbeid?

Mye går på det, men det skal sies at Korea blir mer og mer internasjonalsert, og blir mer og mer profesjonell på det området. Korea er basert på eksport, og de er utrolige flinke til å tilpasse seg. Hva som trengs og hva som kreves for å få den suksessen som de har klart å få.

Vi lurer litt på de store oljeprosjektene der det har vært en del forsinkelser og sånn.

Goliat var veldig forsinket, de var ikke så involvert i det, så han må være forsiktig. Hans forståelse er at det er lite som er forårsaket av verftet. Det har vært kontinuerlige endringer i spesifikasjonene og scopet.

I sånne store prosjekter er det kanskje rom for litt mer alvorlige konflikter?

Njaa, han vet om en rettsak ... det er stadig vekk sånn arbitration mellom eier og verft?

Hva mener du med det?

De blir ikke enige om hvordan de skal tolke kontrakten. Det er en arbitration quote (? 19:20) i London det normalt blir referert til for å håndtere slike saker. Heter det forliksråd på Norsk?

Da velger de selv å bruke denne institusjonen?

Ja. Når de bygger vanskelige offshoreinstallasjoner til kontinentet? (shelf states) de som har ansvar for kontinentalsokkelen...(uklart, men virker som han mener land med komplekse regelverk. 20:10). Når de bygger i plasser som afrika, brasil, mexicogulfen, der du har et forutsigbart regelverk, det er prescriptive, alt er satt, er båten så lang, skal du ha så tykke plater. Da går det veldig greit, fordi det der den typen engineering som koreanerne (og også kineserne og japanerne) er utdannet på. Mens når du kommer til Norge, UK, Canada og Australia, der du får et funksjons- og risikobasert rammeverk å jobbe på, da går det ganske fort i stå. Det er noe som heter SOLAF (? 21:20), som er et ?-dokument som beskriver safety-forskrifter på skip, hvordan du skal bygge det. Der har du et helt klart krav at nødutgangene skal være type 1 meter breie. Om du går i NMD, sjøfartsdirektoratets offshore-regler, så står det at nødutgangene skal være «Suitable for the number of people that will need to use them». Når du skal gjøre engineering basert på slike krav, da går det helt i stå her i Korea. Det går tilbake til måten de er utdannet på.

Kan vi gå over på kunnskapsoverføring, hvordan jobber dere med den type problemstilling?

Vi har hatt flere av våre ingeniører i Norge og storbritannia her i perioder. Det er et langt lerret å bleke. Det er litt derfor vi har såpass mange expats her.

Så både de som får lederansvar og de som må jobbe med de, må de ha vært i utlandet?

De måå ikke, men en setter som regel en expat inn som prosjektleder, og så har man lokale surveyers som får opplæring av han.

Surveyers er de som går og ser?

Det ingeniører som er ute i produksjonen og følger opp og inspiserer under produksjon, og gjør commisioning (ferdiggjøring)

De som sitter og regner på hvor stor nødutgangen skal være?

De sitter i etasjen over her (DNV GL). Desingerene sender inn tegning til operatøren. Han sjekker tegningen at den er designet iht. regelverket, så går tegningen tilbake til verftet, de begynner å bygge, så har DNV GL surveyere som følger opp at dem bygger etter regler og etter tegningene.

Da er det noen i designhuset som allerede har gjort beregninger, så blir det dobbelsjekket her?

Ja

Si det er en nyansatt koreaner her, hvordan er opplæringsprosessen?

Normalt går en nyansatt (dette mener han er globalt) som kommer rett fra universitet inn i en toårig traineeperiode. Da vil han rotere innom flere stasjoner, normalt er det 3 eller 4 perioder på forskjellige kontor, hvor ett normalt er utenfor det landet du kommer fra. Vi har til en hver tid traineer fra andre land her?

Har du en mentor, er det formalisert kurs?

Det er en blanding, men vi har en del standardkurs om selskapet, teknisk kurs basert på hvilken retning en skal i. Du har alltid en tutor eller trainer lokalt der du er, som har ansvar for å følge opp. I maritim er det litt annerledes, de jobber under et litt formalisert system som er basert på IMO (international maritime organization, som er en FN-organisasjon). Det er en del krav, flaggstatene lager krav som stilles til klasseselskapene (type DNV). MND, tysk flagg, dansk flagg, sjøfarts\_?\_ i Sverige. Det er en del basisting de må ha på plass da, det ene er sånn formalisert kvalifiseringssystem. I maritim har vi et system for å følge opp. Det blir mye interne regler vi må følge opp. Men det blir mer som en formalitet da, det er mye av det som skal til for å... Det er mer kunnskap som skal til. Når det gjelder surveyere, det er folk som er ute som sjekker at ting blir gjort på rett måte. Den største utfordringen for koreanere der er det å få snudd om på den holdningen de har opparbeidet seg gjennom utdannelsen sin. De må bli pushet litt til å stille spørsmål. Det er en av de største utfordringene.

Ansetter dere mange med erfaring?

Akkurat ansetter vi ingen på grunn av nedgangsperiode. Tradisjonelt har vi ansatt 2/3 med erfaring, og 1/3 nyutdannet (lokalt da)

Hvordan er opplæringen?

Det er ganske likt. Det er jo selvfølgelig ikke så mye på teknikk, men det blir en litt annerledes måte å jobbe på når man skal sitte å sjekke hvordan andre jobber, sammenlignet med når man skal sitte å gjøre designet selv. Det er en litt en annen tankegang som må implementeres. Det tar litt tid. Teknisk er de normalt mer eller mindre oppegående når de kommer inn. Koreanske ingeniører er utrolig dyktige. Innenfor den rammen de får opplæring, med at det blir veldig deskriptivt, det kan de utrolig bra. Det kan du jo se i annen industri her også. Samsung på elektronikk siden, Hyundai og Kia på bil. Om du ser på disse selskapene, hvor de har vært suksessfulle, så er det ikke på innovasjon. Det de er så utrolig mye flinkere enn andre, er å ta en konseptidé, og får satt den i produksjon. Det er det ingen som slår koreanere på. Om man ser på Samsung Electronics, de har satt opp (de har også R&D i korea da) store R&D-avdelinger i USA.

Dersom du drar tilbake til Norge, er det mye du tror Norge bør lære av...?

Jeg hadde ikke fungert i Norge, haha... Norge har utrolig mange gode ting, men når du sitter så lenge utenfor Norge, det som slår en er hvor tungrodd alt sammen er. Veldig mange instanser som ikke har noe ansvar for å drive ting framover, men har full rett til å stoppe ting. Det er en helt annen holdning her da. Men det er det også mange andre steder, eksempelvis i USA. Men det er det som slår meg som en av de virkelige store ankepunktene med hvordan en gjør ting i Norge, sammenlignet med hvordan en gjør ting her. Men det har jo sine fordeler, men alt går så sent. Eksempel: Operahuset i Oslo mener han tok 40 år å få bygd. I Korea ville det vært revet, og et nytt bygd i løpet av samme periode.

Mesteparten her er bygd i løpet av 10 år?

Mesteparten eksisterte ikke for en 8-9 år tilbake

...

Han spør hvor lenge vi har vært her? (tre dager, i Seoul)

Seoul er jo veldig sånn der, du har noen områder som er utrolig moderne, og så har du andre som ser ut som et fullstendig kaos. Som jeg sier, om du ser på byggesiden, det blir satt opp hus i øst og vest uten tanker på hva som er rundt dem, sånn får du ikke i Norge, men skal du gjøre noe i Norge tar det veldig lang tid.

Hvordan fungerer det, de fleste her har ansvar på en eller annen måte for å drive ting fremover, men samtidig venter de på ordre.

Vi har jo nettopp hatt en merger mellom DNV og GL. Jeg har hatt ansvar for å lede, vi har hatt et lite team som har jobbet med implementering av noen nye arbeidsprosesser, vi holder fortsatt på med da. Vi hadde en nordmann som har gjort .. på operasjonssiden her. Det var bare å bli enig om hva som skulle gjøres, så ble det gjort. Litt sånn små hickups, men han trengte ikke involvere seg noe særlig. I de tre andre arbeidsprosessene, så hadde vi to koreanere og en japaner. Japaneren har gjort lite, så det gikk av seg selv. Men det koreanerne har gjort er fantastisk, men man må inn ca. en gang i uken å se hva de har gjort. Man må peke de videre hva de skal gjøre de neste par ukene. Når en kommer dit kan en være hundre prosent sikker på at alt er gjort til punkt og prikke, og veldig bra. Men de tar det ikke videre før de får beskjed om det. De kommer gjerne med innspill om hvordan de synes det bør gjøres, men går ikke videre på egen hånd

Må man da ha en begrenset tidshorisont i det som skal gjøres?

Det er litt spesielt her, det kommer stadig endringer fra Oslo og Hamburg. Når vi gjør de vanlige jobbene våre er det såpass standardisert.

Sånn i forhold til hva som er viktig for norske vs. Koreanske ledere. Har de samme prioriteringer i en prosjektgjennomføring, i forhold til hvor fort det går, kvaliteten på sluttproduktet etc.?

Fokus på sluttproduktet tror han er ganske likt. Måten de kommer dit på er litt forskjellig. Det blir veldig stereotypet da; I Norge prøver man å finne den rette linjen rett igjennom, det er ikke alltid du bryr deg om så mye annet

Hva mener du med det?

Hvordan ting nødvendigvis fungerer i et team som er satt sammen bare for å gjøre ett prosjekt, det er det ikke alltid så mye fokus på. Først og fremst må en få levert det en skal levere. Et koreansk team, så vil det være mye mer at en går litt hit og dit før en kommer dit. I første tiden jeg var her var det veldig frustrerende. Før en lærte hvordan de gjorde ting, og at de faktisk kom til samme resultatet på en litt annen måte.

Tror du de oppfatter det på samme måte, at det er de som går rett fram?

Å ja. Men som jeg sier de fleste jeg har jobbet med i den perioden jeg har vært her, har jeg vært vant til å jobbe med utlendinger.

Vi har ikke mye mer tid, vi drar frem SPGR-spørreskjema, presenterer det, og forklarer raskt rundt hvordan det fungerer. Har du et team som du har jobbet med nylig, eller som du jobber med ofte...?

Egentlig ikke...

Er det noen møter der vi kan observere noe?

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Manager	Busan	71 min

### Transcript

Begynne å prate litt om hvilke type prosjekter du leder, og hvordan teamsammensettingene ser ut, hvem som jobber med hvem, hvor store teamene er, og...

Vi jobber i litt forskjellige typer prosjekter. I Korea er vi her en relativt liten organisasjon. Vi har noe spisskompetanse, men er ofte avhengig av å få det inn fra andre kontorer i DNV. Vi jobber veldig mye med andre kontorer, og hyrer inn bistand. Vi gjør deler xxx. Jeg er gruppeleder for fire personer. Noen prosjekt er ganske store, og da får vi hjelp utenfra. Vi er 2 expats, og 2 lokale koreanere. Det er ikke så store team.

Er det en standard størrelse på huset her, 4-5 stk?

Neei, det er forskjellig. Det er store prosjekter med ganske mye bemanning, men det er veldig mye likt det vi trenger bistand fra andre kontorer. Det er kanskje 2-3 mann som jobber på prosjekter, så er det kanskje 7-8 som jobber på andre kontor, eksempelvis London, som bistår

Jobber dere ofte på mange prosjekter samtidig?

Ja

Hvor mange?

I vår gruppe er det kanskje 10-12 prosjekter som går

Ift sammensetningen, er du medlem av ett team på det prosjektet og det andre...?

Ja, vi kan få bistand fra Norge på et prosjekt, og UK på et annet, brasil på et annet. Maritim (jeg kjenner ikke til de andre ) det er veldig mange inspeksjoner som foregår ute på verftene. Det er det for så vidt også som... går rundt å inspisere og rapporterer i etterkant.

Går dere samlet, eller splittes dere opp?

Vanligvis 2 personer går sammen. Uansett om det er arbeidsmøte eller inspeksjon, så er det som vanlig to personer som jobber sammen

Hvordan er et typisk prosjekt, hvordan er styringen? Dere bygger jo ikke disse tingene, dere bistår jo, men, hvordan ser du, er det typisk at de prosjektene dere overser, er de timely, er det ofte de går over tiden?

Det oppleves som at det er en del forsinkelser på en god del prosjekter. Men det er liksom ikke alltid at tidsplanen er veldig offisiell, så det er ikke alltid at en... Men det oppleves forsinkelser.

Hvordan opplever klienten det, opplever de det på samme måte?

Jaja, det er liksom bare uoffisielt at det ikke er så mye informasjon, men det oppleves av alle parter at det er forsinkelser. I media står det ganske konkret ofte hvor stor forsinkelsen er, goliat og sånn. Det er jo informasjon som er tilgjengelig i media. Vi får det jo gjerne litt i forkant. Vi jobber veldig tett på

Er det alltid samme årsakene til...?

Neei, det tror jeg ikke, det er veldig mange forskjellige årsaker.

Hva er ditt syn på hva som er årsakene?

Det er noe som går på at det er veldig kompleks med partnere og konstellasjoner. Engineeringsselskap som sitter i Europa, så er det verftet her i Korea, så er det eieren, så er dynamikken mellom disse ofte ikke veldig god. Når engineering sitter i Europa skal få dette over til verftet, de skal bygge iht tegningene, så er en avhengig av å ha veldig god kommunikasjon. Det er ikke alltid tilfellet. Veldig mye endringer i design som skjer, på et veldig sent tidspunkt, når en allerede har begynt å bygge. Det skjer mye «klæsj», du får et rør som skal gå igjennom en vegg, og så kan det ikke gå igjennom der fordi det er en bærende vegg. Så er det veldig mye som ikke er i henhold til krav. Du bygger ting hvor en finner ting som ikke er akseptabelt.

Så da er det dere som oppdager de?

Vi oppdager og ting ja. Det er ikke ofte oss som beslutter hva som skal gjøres med det, men vi påpeker det ikke er i henhold til kravene. Ellers er det, verftene har kanskje for lite erfaring med offshoreprosjekter. Selv om det går veldig mange offshoreprosjekter, så har de kanskje tatt på seg for mye, for høy kompleksitet. Samtidig er det at eierne har for lite forståelse for hvordan verftene opererer. Det er jo de største verftene i verden. Så det er forskjellige årsaker.

Du nevnte kommunikasjon, at den kan være dårlig mellom disse partene. Hvilken type kommunikasjon er det, møtes man face-to-face, er det brev?

De detaljene kjenner jeg ikke så godt til, jeg vet det er mye brevkommunikasjon. Men det blir ofte veldig sånn at det er kommersielle ting som blir diskutert. Dersom et standpunkt fra eieren vil ha en kommersiell applikasjon, og da er det ofte at verftet ikke ville gjøre mer enn nødvendig. Det blir ofte kommersielle diskusjoner, og også på risikoanalyser, som vi holder på med, så er det kanskje en eller annen anbefaling, som vil føre til kostnader for å gjøre visse ting. Det blir en kasteball, hvem skal ta regningen.

Er det vanlig at eierne har representanter på verftene?

Ja. Vi har team på verftet, eierne har team, og vis du kommer inn på DSME og Samsung, så vil du se at det er prosjektkontorer med folk i fra eiere, og oss.

Hvordan er interaksjonen mellom disse teamene?

Akkurat på verftet fungerer det ganske bra. Jeg tror det er større utfordring med engineering som sitter i Europa. De må da på et eller annet tidspunkt flytte hit med folk. Men det er den overgangen fra engineering til konstruksjon som er vanskelig

Og det er da enda vanskeligere når det er komplekse prosjekter?

Ja

Er det der det stort sett «lugg» akkurat i den brytningsfasen?

Ja, det tror jeg

Du nevnte en del at dere henter inn folk, er det primært fra egen organisasjon, eller er det i fra consulting?

Nesten utelukkende fra egen organisasjon

Jeg ser dere har et knowledge-exchange-program man kan søke for å bli sendt rundt i organisasjonen. Kan du si noe om hvordan kunnskapen flyttes? Du sier det leies inn folk på prosjekter, men er det noen formelle systemer på kunnskapsdeling?

Ja, det er det også. Vi har definerte hubber for kunnskap. Safety- og risk-analyse som vi gjør her. DNV er delt inn i forskjellige divisjoner. Verdenskartet er delt opp i divisjoner. En divisjon dekker midt-østen og sør-øst asia, hele asia egentlig. Og Australia. Da sitter hubben for en del ting i Singapore. Så vi forholder oss en del til Singapore om det er spesielle ting en trenger hjelp til. Om ikke de kan hjelpe må man kanskje til Norge for visse ting.

Det er når dere trenger hjelp, men de erfaringer dere gjør på et sted, eksempelvis Busan, er det noen måte det blir spredt på, best practise?

Jaja, det er noen som har en rolle her i forhold til det. Vi vil forholde oss til Singapore, og gi tilbakemelding til dem. Det er visse ting vi har spisskompetanse på, vi utvikler best praksis for visse ting, blant annet på arbeidsmiljø. Vi har en slags hubrolle her.

Har alle kontor en egen spesialitet?

Ja, det blir ofte sånn

Hvordan sprer dere den?

Det er nettverk med Norge, med Singapore, med forskjellige kontorer, som har forskjellig, så det er mye nettverksmøter, hvor erfaringer blir delt.

Frekvensen på disse tingene, kan du si noe om det?

Det er litt forskjellig. Jeg er medlem i et maritimt advisory-nettverk, og der var det møtet nettopp, og skal være et nytt snart, kanskje annenhver mnd.

Og da er det face-to-face?

Nei, det er mer videomøter

Er det mer informelle ting, type kunnskap, eller blir det lagret eksplisitte dokumenter?

Det blir lagret presentasjoner og sånne ting. Et kontor presenterer kanskje en tjeneste det er noe spesielt om

Er det hver sin tur? Som har fokus en gang og hos dere en annen gang?

Ingen koordinerer det. Det er kanskje noen kontor som er litt mer aktive enn andre, noen er kanskje bare... det er litt forskjellig. Det er ikke noe veldig formelt opplegg. Men det er litt sånn, ikke helt hundre prosent ... Det er en shell-point site der det ligger materiell, beste praksis, som er liksom godkjent da. Og så er det ting som ikke er godkjent som bare ligger der, så du kan filtrere på ting, om det er godkjent eller ikke. Hvis det er en spesiell metodikk som er godkjent, så vet du det. Eller du kan søke på alt, og da kan du finne mye rart som folk legger ut.

Har du lastet opp noe der?

Nei, det er ganske nytt. Det er i prinsippet slik det skal fungere, at du skal kunne søke på all informasjon, og så skal du kunne gjøre filtersøk på ting som er godkjent

Hvem godkjenner?

Da er du nominert til å være en ekspert. Du har definerte kompetansenivå. Jeg har ting jeg er definert, du har nivå en, to, tre. En er slik at du har kunnskap til å jobbe med noe, men ikke uavhengig, to kan du jobbe uavhengig, tre er du definert ekspert

Har du inntrykk av at folk oppsøker denne sharepointsiden for å oppsøke best practise?

Tror det er ganske nytt, såå... Jeg er usikker. I prinsippet skal det brukes, det er nok litt forskjellig avhengig av nettverket. Kanskje noen nettverk er veldig aktive, og andre som er i startgropen

Grunnen til at det er forskjeller der, er det fordi noen individer er litt proaktive der?

Ja

Er det noe nytt som kunne blitt gjort for å få frem passion hos enkeltindivider i forhold til dette?

Du må jo identifisere de rette personene. Og så er det å rekruttere rett folk, som har lidenskap for faget.

Ser du noen hindringer med den type kunnskapsoverføring? Er det bra nok?

Det er aldri bra nok. Men det fungerer ganske greit. Systemet er veldig bra i DNV vil jeg si. Har ikke sett noe bedre en annen plass, men det blir aldri helt perfekt

Men når du får sånn ting relater det til noe dere sikkert kjenner til, innsida. Det er utrolig mye info i mange av disse systemene, men for mange av brukerne blir det helt utmattende å finne ut av, når det blir så mye. Hvordan håndterer dere når det blir så mye skriftlig materiell fra ulike hold?

Jeg har for lite erfaring til å uttale meg om det, og bruker det nok for lite selv. I prinsippet er det sharepoint du skal kunne gå inn å søke etter informasjon, knowledge portal. Det er sikkert andre som bruker det mer enn meg

Hører du at folk er fornøyd/frustrert?

Hverken eller. Det er andre ting som irriterer mer

Hvilke type ting?

Andre it-systemer, som kanskje er trege og upraktiske

Blir det levert tjenester fra Norge, så blir det enda tregere her?

Ja, det kan også være, servere som står i Norge, så blir det kapasitetsproblemer

Dette var veldig ift. Den formelle knowledge-transfer. Men i forhold til at dere har nettverk, så blir det mye kunnskap som blir delt rett og slett for at folk prater og treffer hverandre.

Jeg tror det er lettere å få kunnskap på den måten, i forhold til at du søker. Da vet du liksom ikke hvordan du skal begynne. Da er det bedre å vite at du har nettverk. I Houston sitter det 30 personer som kan det, på Høvik sitter det noen du kjenner som du vet kan det og det, så sender du kanskje bare en epost og spør om han kjenner noe til dette. Nettverk i DNV er det viktige

Det nettverket, er det folk på alle nivåer som drar nytte av det?

Ja

Hvor avhengig er det av personlig kjennskap, for å klare å få info?

Du er avhengig av det, det tror jeg jeg vil si. Du er avhengig av nettverk. Men det er tilretteleggingssystem for at du skal kunne etablere nettverk

Når du er relativt ny? Hvor lenge har du jobbet?

Siden 2002. Det tar tid å bygge nettverk. Igjen, så er det et system for å kunne gjøre det. Det er noe sånn at du er medlem i et nettverk, du deltar på møter. Det skjer egentlig av seg selv gjennom prosjekter, man knytter kontakter. Spesielt her i Korea, fordi vi jobber jo med Rio, og UK, Norge, Singapore, Kuala Lumpur, ...

Når du jobber med så mange lokasjoner, og du sa typiske teamsammensetninger kan være 2 expats, 2 lokale. Hvordan føler du nasjonale kulturer spiller inn i det daglige arbeidet?

Ja, det spiller jo inn det, hehe.

Kan du utdype?

Det er jo kulturelle forskjeller mellom Korea og Norge, det er ikke tvil om det

Hvordan kommer det til uttrykk i hverdagen?

Neeei, eeeeh, jeg opplever ikke det som et problem. F.eks. koreanerne legger veldig stor vekt på respekt og hierarki. En må kanskje være litt oppmerksom på det, at en ikke uttaler seg så fritt som nordmenn gjør i møter



og sånn ting. Men samtidig, så er ikke Norge og Korea de to landene som ligger lengst vekk fra hverandre kulturelt. Det er mange likheter. Begge er ganske ydmyke, sammenlignet med amerikanere, som kanskje er litt mer brautete og «vet best». Det er også ting som matcher ganske bra da

Har du eksempler der du merker møtet med hierarki? Om du merker noe som er feil, kan du si i fra?

Det er aldri noe problem med å si i fra. Alle lederne er oppmerksomme på det. Vi har jo ledelsesprogram i DNV som utvikler verdier til lederne: Respect and care. Du skal vise dette til dine ansatte. Det skal ligge i ledesholdningene, en skal lytte til de ansatte. En er veldig oppmerksomme på det i Korea.

Hvordan blir det annerledes dersom dere jobber mot Houston, så er det amerikanere som har en helt annen individualistisk tilnærming?

Du bør være oppmerksom på det. Det er ikke noe spesielt program som sier at koreanere er sånn, og ...

Neinei, ikke sånn, jeg tenker om man merker det på samarbeid, kan kalle det for klima i møter

Nei, ikke opplevd at det har vært noe problem. For oss i DNV føler jeg ikke kulturelle forskjeller er så stort problem. Jeg tror det er større problem ute hos kundene i de store prosjektene enn inne hos oss.

Tror du det har en sammenheng med det du sier om at det ofte feiler litt mellom engineering og construction, kan det være relatert til det?

Eeeeh, det kan være det, men en ting er at det er avstand, men det er ikke kulturelt problem. Men det kan være at en har workshopper for eksempel, arbeidsmøter hvor koreanerne sitter ganske stille, og så sier ingenting, og da er det et problem, og da kan det være andre forventinger hos eierne, som kanskje tenker de ikke har noen meninger. Eller at alt er fint, og så er det kanskje ikke det.

Det er interessant, hvordan løses man slike situasjoner?

Neeei, en må erkjenne at alt ikke kommer fram, så hvordan man gjør det vet jeg ikke helt. Men vi opplever det vi også, at vi har arbeid spredd, og det er veldig stille. Det er jo litt fasilitatorens rolle som må sørge for at alle får sagt sitt

Men sier de da det de sitter inne med, når det blir bedt om å si noe?

Man må kanskje utfordre litt mer her, spørre, ikke gi seg, det kommer fram til slutt

Er det forskjell på hvem som spør hvem? Det er mye mer respekt, kanskje det er vanskelig å snakke til noen som er over seg

Om sjefen er i rommet kan det være vanskelig, men det har litt med hvordan du stiller spørsmålene. Du må ikke gi deg, du må kjøre på til du får informasjonen

Og hvordan blir det ansett i koreansk kultur, det å pushe?

Det er greit, jeg har ikke opplevd at det har blitt tatt vondt opp. Du må jo såklart være litt forsiktig også da, men har ikke opplevd noen kinkige situasjoner

Opplever du det annerledes med en koreansk leder, får de mer ut av samtlige arbeidere, enn det en norsk vil gjøre?

Det vil jeg tro, det er lettere for dem.

Merker du det i møter?

Ja, jaja. Det vil være lettere for dem, helt åpenbart. Derfor er det mye bedre for oss å være en expat og en koreaner, i stede for å være to expats

Det er ikke bare språkforskjeller?

De snakker fort koreansk, de har ingen hemninger, om de føler det er bedre, så snakker de koreansk seg i mellom. Jeg tror nordmenn er mer sånn at man snakker engelsk om det er en engelskmann i rommet, men slik tenker ikke koreanere på.

Opplever du det om du er ute, om tre koreanere og du jobber, blir du låst ute på grunn av språklige barrierer?

Om vi drar på lunch går det som regel på engelsk, men plutselig går de over til koreansk. De er ikke veldig konsvekvente.

Blir det din jobb å bryte inn å vise at du er der?

Jeg føler ikke det er noe problem, du sitter ikke helt isolert, de snakker engelsk til meg. Stort sett tar de hensyn, men samtidig de flipper over til koreansk rett som det er.

Det er litt det her med, det vet man jo allerede, i Norge, om det er kjipe temaer eller dårlige nyheter, får dere det ut av samtlige i teamet, både norske og koreanske og i mixet?

Hmm, njaa, tror det. Har opplevd koreanere som ganske åpne, selv om de har en barriere i forhold til å si ting fremfor ledere. Det er anonyme undersøkelser der det er feedback til ledelse om organisering og mange områder. Det er en kanal for folk til å uttrykke hva de mener. Så er det evalueringer på resultatene på det, i grupper. Identifiserer aksjoner for å bedre dette. Det er en prosess på det som er mer anonymisert. Man skal kunne uttale seg

Har du eksempler på type ting som blir spurt om på slike undersøkelser, er det på hele organisasjonen?

Ja, og også nede på teamnivå, men også tilbakemelding til toppledelsen

Vi ser mer ned på teamnivå, spgr... Presenterer SPGR. Har du opplevd polarisering?

Ja, det tror jeg ikke du kan unngå i en organisasjon

Dette er litt forskjellig som du sier, vil det være på fag, kultur, kjønn? Forskjellig fra org til org

Det kan være på alt

Hos dere?

Det er stor dynamikk i en organisasjon, og det er kanskje folk som har bedre relasjoner, og da tror jeg du opplever en slik polarisering. Om det er fag, jeg tror rett og slett det går på en masse ting. Hvorfor har man bedre relasjon til en i forhold til en annen, det kan være mange årsaker

Typisk norsk julebord, ser du koreanerne sitter sammen. Ser du at folk deler seg inn ut i fra sånn, eller vil dere som team holde mer sammen?

Åh, sånn ja. Jeg tror det er ganske blandet. Det er nok litt slik at koreanere har behov for å være sammen av og til, for å bare snakke koreansk, mens andre ganger har de behov for å, de er nysgjerrige, vil snakke med nordmenn og utlendinger, spørre hvordan vi har det i Norge for eksempel. Det er nok ikke nødvendigvis noe usunt i den dynamikken hos oss, men det vil alltid være polarisering, og det vil alltid være noe av det som er usunt i enhver organisasjon

Tenker man mer ned på teamnivå, de siste prosjektene du har vært på? Har du opplevd noen forskjeller? At alle har snakket like mye, at man har samhandlet på like måter. Eller har du opplevd noen ganger en eller annen form for polarisering, der det kan være uenigheter i teamet. Du kan vite at den personen vil være uenig med en annen

Jeg tror ikke det har noe med kultur å gjøre

Det trenger ikke ha noe med kultur å gjøre

At det er polarisering i DNV er jeg helt sikker på, men det er det i enhver organisasjon, det må man være oppmerksom på. Jeg tror det rett og slett, det kan være slike ting at en person kanskje er veldig høyt respektert, kanskje en som trekker til seg folk, som folk liker, eller det kan være en person som er veldig godt likt av andre årsaker, det kan være baksnakking, og det er selvfølgelig veldig usunt. At det skjer, det skjer helt sikkert, men igjen, det er tilbake til lederprogrammet at man legger vekt på det verdien man skal ha i et lederteam, og at folk er mest mulig åpne, og kommuniserer mest mulig direkte.

I forhold til det du sier, merker du stor forskjell på å diskutere ting med folk på samme nivå, eventuelt over deg for den saks skyld, kontra andre nivåer?

Det er jo litt forskjell i at de som er på et høyere nivå mye mer opptatt, de er ikke så tilgjengelige. Det tror jeg ligger litt i sakens natur. Det er lettere å få prate en god (mak?) på en som er på et lavere nivå i organisasjonen.

I forhold til det at folk er stille, som du sier, jeg er litt redd for å stereotype koreanere at hvis dem er stille, merker du noen forskjell på ha en høyere leder? De nivåene du er på, er det lett å prate med dine lokale kontra det å prate med lokale som er under eller over?

Det er veldig avhengig av personer. Noen ledere er veldig enkle å prate med, men andre er kanskje litt mer selektive da. Det er litt forskjellig tror jeg. Det er litt avhengig av hvilke relasjoner man har til disse lederne. Veldig avhengig.

Opplever du ofte at det er misforståelser innad i team?

Ja, det er nok mye misforståelser. Spesielt her i Korea, jeg har misforstått ting flere ganger, som jeg trodde var klart, men som ikke var klart?

Har du noen eksempler?

Det kan være relatert til måten vi har tenkt på. Det kan være at ting, at jeg tror at ting skal kommuniseres sånn og sånn, men så er det på en annen måte, at det skal kommuniseres senere. På koreansk er det litt sånn, det kan være problem med et hvert språk, men hvis du sier «ja, er det sånn og sånn, jeg forstår det», så sier kanskje den personen nei eller ja. Det er litt sånn fornektning og bekreftelse. På det koreanske språket er det litt annet bygd opp. Om de sier nei, så forstår de det som ja. Det er litt sånn hvordan du bekrefter en ting.

Har du inntrykk av at av og til blir det sagt ja, uten at de har forstått det. En ting er språkmessig, men er det sånn at de ikke har lyst å si nei, men de har lyst å si ja

Nei, det tror jeg ikke. Altså, du har jo sånn at de sier jo ikke så mye nei, men jeg tror ikke akkurat det er det som er problemet. Det er ikke slik at de kvier seg for å si nei

Og grunnen da til at de ikke sier nei?

Nei, de sier bare nei på en annen måte.

For en koreaner er det ikke noe problem å fange det opp, for oss som utenforstående er det verre?

Ja. Jeg tror de misforståelsene er rent språkelige. Det er ikke slik at de sitter og kvier seg, det er rent språklig

Det vil jo sannsynlig skape en form for frustrasjon, ser jeg for meg, sikkert for begge parter. Om dem føler de har sagt i fra til deg...

Njææ, jaa, hehe, ehh, kanskje litt. Du merker jo det, og du oppdager det. Du venner deg til det, du blir litt mer oppmerksom, du stiller kanskje litt mer kontrollspørsmål neste gang, for å være helt sikker

Så det er litt erfaring?

Ja. Det kommer litt an på hvor fort du blir å... Jeg har ikke heller opplevd det som et stort problem.

Opplever du at det er rom for å gjøre feil?

Tenker du på i Korea?

Jeg tenker litt begge deler, er det mer rom for det i den norske gruppen å gjøre feil, at en aksepterer feil. Vil koreanerne se veldig hardt på den feilen?

Det er nok, jeg er litt usikker på det, det er nok litt mer den norske kulturen å kanskje være litt mer ydmyk på det å gjøre feil. At en innrømmer det litt fort da, enn det koreanerne ville gjort

Det har ikke vært eksempel på at noen dekker over feilene?

Nei, jeg har ikke opplevd det, men mer sånn verbalt, at... men ser jo også at noen nordmenn er litt sånn.

Liker ikke å si i fra om sånn?

Jaa, det er nok litt sånn som ligger i menneskets natur.

Jeg tenker på i og med at man må spørre, som du sier, få litt den erfaringen å få sjekket av ting, det vil jo være spekulasjoner for din del, vil du tro at man blir oppfattet mer byråkratisk/autoritær når man spør mye?

Nei, det tror jeg ikke. Jeg tror det er helt greit å spørre flere ganger. Har ikke opplevd at noen blir sur av den grunn

Men du observere hvordan koreanerne oppleve det, og at dem holder på selv, men det er kanskje veldig vanskelig når de prater koreansk?

Det har jeg ingen peiling på. Jeg har inntrykk at de forstår hverandre veldig godt. Hva som skjer mellom de har jeg ikke peiling på

Er det brytningen mellom kulturene som gjør at...

Ja...

Språklige barrierer?

Ja, språklige barrierer. Koreanerne snakker ikke så godt engelsk. De har en annen oppbygning av språket som gjør at det er litt ... Der merker man forskjell på de som har bodd lenge i USA og England, de er lettere å prate med

Sånn i forhold til hvert team, har dere type teamtrening, building, aktiviteter i DNV?

Ja, det er teambuilding

Hva består den av?

Jeg har ikke vært her så lenge da, men her er det sånn at man drar ut på restaurant. Om jeg har forstått det rett har de gjort ting, gått ut i naturen er typisk team building

Har du inntrykk av viktigheten av dette, er noe viktigere, er det ingen effekt?

Jeg tror det er likeså viktig her som i Norge

Er det viktig eller ikke viktig?

Det er viktig. Her er jo relasjonsbygging mye mye viktigere enn i Norge

Så det er kanskje viktigere å gå ut å spise og skåle sammen her?

Ja, mye viktigere

Er det noe med tillitt inni der?

Ja, det er nok det. Du er nødt til å bygge relasjoner, hvis ikke såå....

Dette er jo litt interessant. I går opplevde vi i forhold til han professoren vi snakket om. Jeg har møtt han tidligere. Han kom ned i ved midnatt i går kveld. Han spiste frokost med oss 0630, så ble han med hit til kontoret, og så dro han. Han har egentlig ikke gjort så mye, men den koreanske tilnærmingen... Det er kanskje at han har den relasjonsbiten, at han vil møte og treffe.

Mye viktigere med relasjon enn fag. Hvis du bare kutter den relasjonen og tenker at ja men vi forstår hverandre på det faglige, så tar du feil.

Kan det da, jeg tenker på den brytningen med engineering i europa og construction her, de har gjerne ikke møtt hverandre. De mangler en relasjon. Om de får en mail fra en ingeniør i fra europa, det er kanskje ikke så viktig å svare fort på den, kontra hvis du har møtt personen før

Ja, veldig viktig å treffe personene, de bruker veldig mye tid på det

Er det vanskelig å få folk med på slike ting?

Nei, det er det ikke. Koreanerne er faktisk litt sjenerte, litt slik som nordmenn. Med en gang man begynner å drikke litt alkohol, så er de mye mer åpne. Litt lik nordmenn. Og det er en del av kulturen, det å gå ut å drikke.

I ukedager også?

Jajaja ja.

Er det noe akkurat det som er tatt opp med europe med construction vs engineering, er det noen program rundt denne type ting, relasjon, er det det fokus på det, det er vel helst europeere som reiser hit, for å bryte ned barrierene?

Hva tenker du på nå?

Problemet fra engineering til construction, at en jobber spesifikt med det?

Eehh...

Eller faller det litt mellom to stoler siden det er to forskjellige organisasjoner, at det er vanskelig å få til et tett samarbeid der

Vi sitter jo ikke inne i prosjektadministrasjon på samme måte, fordi vi gjør veldig mye verifikasjon, så vi er litt uavhengig, så vi sitter ikke midt i smørøyet på store prosjekter. Det er egentlig mest sån f.eks. statoil, dersom de har prosjekt her, så si de jobber med CP&I (?) eller xxx eller noen i Europa, så er det ofte Statoil som sørger for at det blir relasjonsbygging. Jeg vet ikke om de gjør det.

Du har ikke opplevd på de prosjektene du har vært på, at det er stort fravær av det eller...?

At det er stort fravær kan man trygt si

Og det har sine problemer da?

Ja. Det er litt sånn at europeere underestimerer nødvendigheten av å bygge relasjoner, spesielt nordmenn, faktabasert, relasjoner er ikke viktige hos oss. Det er mer privat man har venner, ikke sånn businessrelasjoner

Løfter dere det opp noe, på vegne?

Til kunder?

Ja

Neeei, vi er jo, i DNV er vi ikke sånn organisasjons-.. (høres ut som han sier blogger) egentlig, det er noen av de, men det er ikke der vi er liksom

Nei, men det er jo et sånn felles bilde det å lykkes med et prosjekt, om du ser at her burde det nok være litt mer prating...

Det kan godt hende at vi sier det til en kunde, men det er ikke sånn at vi ... men det er litt opp til kunden å håndtere slike problemer

Det dem som er ansvarlig for hovedrollen i prosjektet, såå

Jaja. Men det kan godt hende vi sier det til en kunde, og er åpne på det. Til syvende og sist er det opp til kunden å gjennomføre

Jeg tenker mer om man ser noe opplagt, om det er vanlig...?

Jaaa... Men det er litt sånn, hvor mye skal man blande seg inn, vi kan gjerne gi beskjed

Har du sett noe eksempler der det har vært et forsøk på noe sånn, at man vet at samarbeid...?

Ehm, neei, men jeg har bare vært her siden 1. august (halvt år), kan ikke si jeg har massevis av erfaring, men i den korte tiden jeg har vært her har det vært noen eksempler

Er det noen kunder som er flinke på det, eller er det mer tilfeldig fra prosjekt til prosjekt

Tror det er litt på erfaring, sånn små oljeselskap er veldig uerfarne. Store har mye mer erfaring med internasjonale prosjekter. Nykommerne trenger mer tid.

Kjetil presenterer modellen vi kom frem til i prosjektoppgaven, og spør hva han tenker om tilpasning når konteksten forandrer seg.

Jeg tror hvis du oppfører deg... du må tilpasse deg de lokale forholdene. Det fungerer dårlig om du bruker den samme adferden som du benytter i Norge

Ser du noen tilpasning fra de lokale, tilpasser de seg når de jobber med expats?

Ja, det gjør de nok. De er veldig oppmerksom på at vi kommer fra en annen kultur. Så det er ikke sånn at de tenker at vi skal oppføre oss som koreanere. Hvis du ikke følger deres skikker og sånn, så er det full forståelse for det. Jeg tror det at hvis du følger deres skikker, når man går ut og spiser og sånn, og at man er veldig oppmerksom på det, og er du fullt inne i deres kultur, så blir det tatt som et pluss. Men det er på ingen måte slik at de blir sure og sånn.

Er det gjennomgående for alle koreanere, eller er det de som har vært litt i kontakt...?

De som har vært eksponert mye for internasjonale miljøer vil nok ha lettere for å... Men generelt, koreanerne er, selv om de er fra de dypeste skogene, så er de veldig hyggelige folk. Om man først tar en drink sammen med de ute på en restaurant, så er det veldig lett å... de er veldig åpne.

Har du noen tanker om hva som mest påvirker et effektivt samarbeid, eller hva som er de største hindringene?

Ja, det kan være det at man tar med seg atferden i fra hjemlandet, det kan være en stor hindring, at en bare kjører på med norske verdier. F.eks. hvis de ikke legger vekt på relasjonsbygging, så er en lost

Er du ofte ut i løpet av en mnd for å spise?

Jaa, det blir ganske mye, mye mer enn i Norge ja

Kan du kvantifisere?

Ikke såå ofte, men i alle fall annenhver uke med kollegaer eller kunder. Du går jo ut sammen og spiser lunch på restaurant da. Det er egentlig ikke lunsjen, det er etter arbeidstid. Du trenger jo ikke for så vidt drikke alkohol, men det er mye lettere om du gjør det.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Expert	Busan	50 min

### Transcript

Kan du si litt om hva som er din arbeidshverdag?

Min arbeidshverdag er jo at jeg jobber som ingeniør, hvor jeg jobber på offshore-prosjektene. Jeg er approval-ingeniør, jeg sitter og godkjenner tegninger for disse nybyggene. Mest offshore, men også noe skip som bygges på de store verftene stort sett.

Er det det som er mest olje og gass?

Det er litt forskjellig hvilke prosjekter jeg har vært inno. Det første var samsung. To prosjekter DSME, og to prosjekter mot Hyundai. Så jeg har fått litt av begge deler. Vi sitter jo mest på kontoret her, vi har noen kundecalls (?), og møter, og telefonsamtaler. Men ellers så er jo mye av jobben her. Vi får inn tegninger og beregningsrapporter fra designerne. Hvor vi går igjennom og kommenterer og godkjenner for bygging.

Hvem jobber du mest sammen med?

Jeg jobber mest sammen med de som er i avdelingen/gruppen min

Er dere organisert i et team, eller jobber du mest individuelt?

Mest jobber man jo individuelt. Det er en som er ansvarlig for prosjektet, og så er det en som på en måte kontrollerer (2:53). Enten at jeg har rollen som hovedansvarlig(?), eller den som kontrollerer. Og så er det jo noe på de store prosjektene når det er høy arbeidsbelastning, særlig i starten første halve året til året. Så er det umulig for én å gjøre alt, så da er det alltid to. Da deler man jobben seg i mellom...

Er det da to pluss en som ser over?

Ja, det er det. I ekstreme perioder kan det også være at man må trekke fra andre.

Hvordan er det akkurat nå?

Akkurat nå er det roligere. 2014 var ikke et spesielt godt år for offshore-næringen. Det var lite nye kontrakter. Vi ser at de kontraktene vi har hatt i 2013 de har vi nå stort sett jobba oss igjennom, vi jobber jo før det begynner, vi godkjenner tegningene før de begynner å bygge. Selv om det selvfølgelig kommer noen komplikasjoner. Så det er jo komplekst, det er vanskelig, det er ikke som skipsbygging på offshore. De sliter litt mer med å dokumentere og gjøre det de skal. Det er ikke hylleware, det er ikke ett design som bygges 10-15 ganger. Som regel bygges det én.

Er det hovedforskjellen mellom olje og gass, og maritim?

For min del er det det. Hvis de bygger et tankskip, det kan de jo. Da har de sin prosess, som går som samlebåndsproduksjon. Mer eller mindre ferdig design, kanskje et par modifikasjoner, så er det bare å sette i gang, så ruller det av seg selv. Mens på offshore, så er eieren mer aktiv, kommer med innspill, pluss det er en del systemer man ikke er vant til, pluss en god del underleverandører fra mange steder i verden.

Hvor involvert er dere i den biten?

Vi er litt ved siden av. For vår del er det jo (5:28). Det er de som jobber ute på verftene fra vår side. De er mer med på det. Noen ganger må de nok gå inn mer å hjelpe for å få det til. Det er stort sett verftet sitt ansvar å finne dokumentasjon, finne det de skal ha.

Koordinere med både underleverandører, eiere, alle de forskjellige (6:00)?

Noen ganger har vi jo vært på møte med hvor både eier, underleverandør, verft og oss er til stede. Det er jo ikke egentlig vår rolle å koordinere det. Vi skal jo være en uavhengig tredjeparts verifikasjon, som sjekker at alt... Vi prøver å ikke ta en alt for aktiv rolle, det er ikke vårt ansvar, det er ikke vi som skal gjøre den første jobben. Først må de gjøre jobben, så skal vi kontrollere at det de gjør er iht. regler og prosedyrer.

I din avdeling, hvordan er blandingen mellom koreanere og... teamsammensetninger?

Vi er tre expater, nå er det litt av og på da, men inntil for noen måneder siden var vi 7 koreanere. Nå er det jo gjort om igjen, nå er vi en annen sammensetning

Hvordan er det å samarbeide med koreanerne kontra nordmennene?

Nå er det ikke nordmenn de andre expatene. En polakk og en fra singapore. Jeg synes jo det vil være lettest å samarbeide med polakken. Vi samarbeider veldig godt sammen, ikke noe problem å diskutere med han. Koreanerne, da varierer det litt hvem det er egentlig.

Er det noe som går igjen, eller er de individuelle forskjellene mye større?

Det er mye individuelle forskjeller. Språkproblemer er jo felles.

Har du noen eksempler på misforståelser knyttet til språkforskjeller, kulturelle forskjeller?

Jeg vet ikke om jeg har noen konkrete eksempler. Det er jo noen ganger man må forklare ting flere ganger, at det ikke alltid går inn.

Er det veldig mye at dere sitter på forskjellig kunnskap, og har behov for å utveksle...?

Neei, vi skal jo egentlig kunne det samme da, men det er jo forskjellig hvor erfarne man er. Vi har noen som er litt yngre som har ca 5 års erfaring, og så har vi noen som har 20 års erfaring

Hvordan fungerer kunnskapsoverføringen?

Det kan gå litt rått inn i mellom, synes jeg. Litt seint, rett og slett. Det er veldig store individuelle forskjeller på hvor fort man tar ting. Det er litt forskjell, merker jeg, hvis man forklarer en ting om et problem, så er de veldig raske til å tilegne seg den kunnskapen på det problemet, men kan ikke anvende kunnskapen på andre problemer, i samme grad som andre ingeniører hadde forventet, hva man er mer vant til fra Norge.

Finnes det noen barrierer...?

De er veldig flinke til å gjøre det de blir fortalt, og det er det de gjør. Om du gir dem tre punkter, så gjør dem de, men de tenker ikke noe utover om det er kanskje andre ting.

Hva tror du er årsaken til det?

Det kan godt være kulturforskjeller, og skolesystemet.

Hvordan er eierskapsfølelsen til prosjektene? Tror du det går på at de tenker at deres jobb er å gjøre det de får beskjed om, eller har de en eierskapsfølelse mtp at det skal bli ferdig?

Ja, det er det helt sikkert. Men nå tenker jeg innenfor sitt eget fagfelt, når man setter seg ned med et problem, tegningen eller en jobb som skal gjøres. Så er det fort litt mengde (11.18) et par ting som må gjøres, men kanskje at man ikke ser hele, men at det kommer litt sånn underveis. Men hvis du da sitter deg ned med noen og forklarer et par tre ting, så er det de tre tingene de gjør ferdig, og så kommer de tilbake til deg når det er ferdig, så må man si at da må du jo såklart følge opp å gjøre et par tre ting til. Det tenker de ikke på. I Norge føler jeg i større grad at dette er et mindre problem.

Vi hører både at de har behov for at ting skal gå fremover, men også at de venter på hvordan de skal... Hvordan henger disse to tingene sammen?



De er veldig flinke til å gjøre det de får beskjed om hva de skal gjøre. Men ikke flinke til å ta tak i ting selv. De er nok litt mer på at man tenker «sitt» område, «dette er mitt arbeidsområdet, det som er utenfor går ikke så mye inn på meg». Det kan jo ha med kultur, hierarkiet er jo helt annerledes i forhold til hva vi er vant til i Norge, hvor vi har ganske flat struktur, kanskje til og med litt for flat noen ganger. Jeg jobber jo i DNV, så jeg jobber jo ikke i et typisk koreansk firma. Det er ganske tydelig at vi har en del flatere struktur her.

Men det du sa i forhold til at de gjør kun det de får beskjed om, er det samme på alle nivåer, eller tar de som (13.20 – veldig utydelig) har en koreaner på et ledernivå et større ansvar på å følge opp, eller er det også litt sånn dette er mitt ansvar?

Det er nok litt det samme at det er mitt ansvar. De som er ledere, de er ofte blitt ledere av en grunn, de har vært flinkere. Man blir premiært. Gjør man en god jobb blir man forfremmet. De tar nok litt mer ansvar, eller får noen andre til å ta det for dem. Om de jobber på eget initiativ er jeg litt usikker på. Det er nok mer at når problemene kommer opp at de... hvis de innser problemene at de tar tak i det, rett og slett kommanderer noen til å gjøre jobben.

Hva tror du de synes er mest frustrerende med nordmenn?

(Tenker lenge) Kanskje at vi kan være litt direkte. Vi er nok litt rett på, når vi har noe som skal gjøres, så kaster vi oss over det, skal løse problemene og bare...

Hva er det de sliter med da?

Det er nok litt mer at man, for det første at man skal bli kjent litt først. Før man skal samarbeide, og gjøre ting sammen. Bygge litt relasjoner, det tror jeg er viktig for dem. Samtidig er det jo også når vi er litt direkte, når det er problemer som oppstår, at vi kan være litt krasse, gi litt negative tilbakemeldinger, om noe ikke er gjort bra nok, så tar de det nok personlig. (15.43) problemene, legger det på bordet, og da må man også kunne si at her er det gjort noe feil, uten at man er personlig og det er ikke meningen at det er DIN skyld, men her er det gjort en feil som vi må få rettet opp. Så får vi problemene må vi legge det på borde for å få løst de, mens koreanerne er nok litt mer at dem vil heller skyve de under teppet, lukke øynene og håpe at problemene forsvinner.

Har du opplevd det?

Ja det har jeg opplevd, opp i mot verftene, så er det...

Har du noen konkrete episoder som kan illustrere det?

Neei, det går på... Nei, jeg kommer ikke på noen konkret nå, men jeg har mange eksempler opp mot verftene at vi påpeker ting som er feil, og så skjer det ingenting, det blir ikke tatt tak i, det blir ikke gjort noe med det, før det går tid når vi da tar kontakt igjen, og det skjer fortsatt ingenting, og man må bare løfte det opp på et nivå over.

Hva er grunnen til det tror du?

Jeg tror at hvis man som ingeniør tar kontakt med en ingeniør-designer på verftet og sier at noe er feil, noe må gjøres på nytt, så tar han det litt personlig, og det er han som må gjøre jobben og gå til sin sjef å si at okei, dette er feil, jeg må gjøre det på nytt. Det tror jeg er veldig vanskelig for en koreaner. Da tror jeg det ofte er bedre å løfte det opp slik at man får kontakt med lederen, slik at lederen kan innse at dette er feil, og at det må gjøres på nytt, og så får de underordnende til å gjøre det.

Er det mer akseptert for Koreanerne da?

Ja, jeg tror det, og komme å vise frem å vise at man har gjort noe feil, det tror jeg sitter veldig langt inne hos koreanerne.

Men hvordan håndterer dere det, går dere oftest til sjefen, eller går dere oftest til ingeniørene?

Vi prøver som regel med ingeniørene først. Det er sånn som vi er vant da, at man kan løse veldig mye fordi vi har en flatere struktur, at man kan løse noe på et ingeniørnivå, at man ikke må involvere lederen.

Du sa dette med å bli kjent først, hva innebærer det, når har man opprettet en god relasjon?

For å sette det helt på spissen, så vil det innebære og ha en middag og en påfølgende fuktig kveld.

Akkurat som i Norge, haha?

Neei, det trenger man ikke. Med nordmenn kan man komme på et møte klokken ti med noen man ikke har kjent, og diskutere problemer, ha lunch sammen, og så kl fire er det ferdig. I Korea skal de første møtene som regel først være kl 3-4 på ettermiddagen, uten å diskutere så mye, og en middag etterpå, ut å drikke.

Hvis man ikke gjør det, får det konsekvenser at man ikke får den relasjonen som er påkrevd. Hvis du da skal ta kontakt med en ingeniør, er det en forskjell da om du har vært og spist middag med vedkommende først, får du et raskere, mer ærlig svar da?

Det er nok litt lettere å snakke på telefon, om det har så veldig mye å si det vet jeg ikke. Jeg føler ikke jeg får den helt nære kontakten med (20.05) som kanskje noen av koreanerne får uansett. Det er nok en liten kulturforskjell der også. Det er veldig ofte språkproblemer. At veldig mange snakker dårlig engelsk, rett og slett.

Hvordan synes du det er, hvor godt tilpasset føler du at du har blitt, det å bo i Korea, ikke bare jobbmessig?

Jeg er ikke veldig godt integrert i det koreanske samfunnet.

Hva med praktiske ting, sånn der det å oppleve å bo?

Det går greit, det var tungt i starten selvfølgelig, men man finner seg ? rundt. Man drar jo nytte av andre expats som har vært her lengre. Får noen tips, så finner man seg bra til rette, så bruker man sekretær eller kollegaer. Vi har jo også noen som hjelper oss med alt det praktiske, siden vi er så mange her. Vi har en fasilitator på kontoret. Vi slipper det praktiske, med leiligheter og alt. Vi er bortskjemte.

Hva med mat og vær og sånn?

Jeg synes det er annerledes. Etter 3,5 år blir man jo vant til det. Jeg spiste ikke kimchi for inntil et halvt år siden. Nå begynner jeg så smått å begynne og like det. Om jeg vil savne det, det vet jeg ikke. Stort sett alle koreanerne jeg jobber med her har vært i Norge, tatt noen kurs og sånn, så de har opplevd den andre siden. De er også vant til at det kommer expats hele tiden, så de er vant til å jobbe mot utlendinger, i alle fall de som jobber her.

Så det er veldig standard at de drar en stund til Norge?

Ja, man prøver vel å få det slik at de har vært på hovedkontoret, i alle fall en ukes tid, være på kurs og sånn.

Så det er en del av opplæringen deres, det å tilpasse seg?

Ja, det tror jeg er bevisst at man prøver å få de fleste til å ha vært en tur.

Jobber du med koreanere direkte på verftene som ikke har samme eksponering til utlendinger, og som du merker forskjell på?

Ja, de koreanske designerne har jo ikke samme eksponeringen. Vi jobber jo ikke så tett med dem da, så det er mer når man er i møter, og diskuterer ting. Man jobber jo ikke daglig med dem. Det er vanskelig å si egentlig. Det er nok noen forskjeller, det tror jeg. Jeg tror de koreanerne som jobber her i DNV setter pris på at de jobber i et ikke-koreansk firma

Hvorfor det?

Jeg tror det er mye flatere struktur, og litt løsere og ledigere, enklere å prate med sjefen sin, og ta ting. Man har ikke de helt faste settingene som jeg får inntrykk av gjennom samtaler med disse koreanerne. Den koreanske sjefen, er sjefen, og man forholder seg til denne på en sånn og sånn måte, man er nøye på hvor man

setter seg på bordet når man er ute og spiser middag. Det er en del ting som man skal gjøre å ikke gjøre, som jeg ikke tror vi har på samme måte her.

Hvor viktig er det å følge disse tingene, om du gjør en stor feil?

Jeg tror det er veldig viktig i Korea. Jeg hørte en historie om en fra et verft, som var kjempeflink og som ble ansett som en up-and-coming, hvor han plutselig ble borte. Da han traff personen igjen, senere, og spurte hvorfor sluttet du, du skulle jo bli den store eksperten her, og da sa han direkte at han hadde gått på feil universitet, så han kom ikke lenger i den organisasjonen. Dette var en koreaner, som ikke hadde gått på riktig universitet for å få forfremmelsen. Jeg tror det er riktig. Koreansk kultur i forhold til norsk...

Tror du koreanere og nordmenn har ulik oppfattelse av hva som er målet i forhold til å prioritere tid, kvalitet, kostnader. Har man de samme målestokkene for om man samarbeider bra eller ikke?

Vi har i alle fall en helt annen oppfatning av tid, det tror jeg, i vært fall i forhold til verftene, ikke så mye her.

Hvordan utarter den forskjellen seg?

Den utarter seg nok til at alt skal bli gjort i dag, helst i går. Om de må vente en uke eller to, selv om det for så vidt ikke i utgangspunktet ikke er så lang behandlingstid. Det er ikke helt akseptert, det liker de ikke. Det er nok veldig at alt skal skje veldig fort her, det er det nok. Det går nok ut over kvaliteten til tider, ikke alltid. Jeg tror det er en ulik prioritering der, det er viktig å få ting gjort fort, i stede for og alltid få det gjort riktig.

Hvem får viljen sin i den konflikten da, hvordan løses den?

Det vil variere. Noen ganger må man rett og slett akseptere en løsning som ikke er perfekt, men som er god nok. Jeg tror vi kan møtes i mange tilfeller. Man må ikke alltid legge lista alt for høyt for å få det best mulig. Man må kanskje legge lista på et sted hvor det er akseptabelt, og at det da kanskje kan gjøres litt kjappere. Nordmenn kan kanskje være litt flinkere til å få ting gjort litt raskere, og si at det er godt nok.

Er eierne aktivt inne og setter listen litt?

Det er de. Det er veldig mye tid som også går for dem.

Er det forskjell på eierne, hvor aktive de er til å koordinere mellom dere, verftene, underleverandører?

Det er noen eiere som er mer kravstore enn andre. Det er jo ingen koreanske eiere på dette her. Det er mest internasjonale eiere

Men er det noen som får til samarbeidet bedre enn andre?

Nei, det vet jeg ikke

De som har holdt på i lengre tid, de større selskapene med mer erfaring.

De store er fort de som er mest kravstore, slik som jeg føler det. De mindre har kanskje ikke de samme ressursene å sette inn.

Så dere opplever ikke noen store forskjeller på hvordan det er å jobbe med forskjellige eiere?

Jeg vet ikke, jeg tror kanskje det er lettere å jobbe mot eiere som ikke er fullt så kravstore. Da går prosjektene kanskje... Hvordan resultatet blir til slutt, men det er vanskelig å se her og nå, i operasjonen etter hvert hva som skjer videre, ja, det blir eiernes problem i framtiden, og det er nok verftet også veldig bevisst på, at de leverer sitt prosjekt, og så har de ett års garantitid. Når den inntreffer er det ikke deres problem lengre. Hvis ting holder i den perioden, så er de (32:25)

Jeg hørte en historie om at hvis det skjer en ulykke om 5 år, så er det ingen som hører om det i Korea

Nei, det er det ikke. Men det er litt sånn også, jeg har vært i situasjoner hvor de har brukt et (31:40). Vi har jo laget det i så mange år, og har aldri hatt noen problemer med det. Men dere får jo ikke vite noe om det om

det skjer etter fem år, det er jo ikke deres ansvar, dere blir jo ikke involvert. Eierne tar det. Så de har nok et litt kortere perspektiv. De er jo veldig resultatorientert.

Situasjonen deres tilsier jo at de ikke må bry seg så mye om langsiktig kvalitet, på samme måte som eierne gjør. Så prioriteten av fart over kvalitet, hvor mye tror du det bare situasjonen, og hvor mye er kultur?

Det er nok mye situasjonen. Det er nok en blanding tror jeg. Det er vanskelig å si hvor mye som er kulturen, og hvor mye som er situasjonen.

Men du mener det er en porsjon som er kultur?

Ja, jeg mener det er litt sånn fort-fort.

Når du har jobbet i Norge, har du jobbet med samme?

Ja, jeg har jobbet mest mot skip i Norge.

Er det stor forskjell på hvordan en forholder seg til verftene der?

Nå er det ikke så mange norske verft da, fordi jeg sitter på skrogsiden, og det gjøres ikke i Norge lengre, det gjøres i Polen/Øst-Europa. Så blir det tauet opp til Norge, hvor maskiner i osv gjøres. Så vi hadde ikke så mye direkte kontakt med verftene, men det var designere i Norge. Det var mye lettere.

Bare på grunn av språk, eller var det andre ting som gjorde det lettere?

Nei, det er jo det med at om påpeker feil her i Korea, så er de veldig i forsvarssituasjon. De er kjempeflinke, selvfølgelig, men de er blir litt sånn i forsvarssituasjon, de vil ikke vise at de har gjort noe galt, de vil vise at det er godt nok. Du må liksom kjempe for enhver kommentar du har, og hva du påpeker. For det første må du ha sterke argumenter, og bevis for at det faktisk er feil, og for det andre må du kjempe litt for å få det igjennom. Mens i Norge er det litt mer sånn «okei, du påpekte det, da gjør vi bare det sånn». I stede for å bruk 3 dager på å diskutere ting, så gjør man det bare.

Det er litt motsigende den der at ting skal være ferdig med en gang, og den der...

Jaa, men det er nok fordi jeg jobber mest opp mot designerne. Om de skal forandre noe, så har det innvirkning på produksjonen. Men å krangle i tre dager, det har ikke noe å si, fordi produksjonen går jo allikevel. De stopper ikke opp produksjonen, hvis de sier okei, vi kan ikke gjøre det på denne måten, da må de lage nye tegninger, og så må det gå til produksjon, og så må produksjon selvfølgelig forandre det. Så derfor er det i enkelte tilfeller selv om de. Og det vet jeg, det har jeg opplevd, hvor vi påpekte at de hadde bygd med feil materiale. Okei, det var noen tonn med stål, men det var ikke (35:25). Vi sa dette er ikke iht reglene, det er ikke bygd med feil materialer, og dere må bygge det på nytt. Og da vet jeg ikke, jeg tror vi holdt på i et halvt år og diskuterte fram og tilbake om hvordan de kunne få dette resertifisert til å kanskje vise at det var et bedre materiale, og teste det litt, ekstra tester, hvordan få det igjennom, for å få det godkjent det slik som det var bygd. Det var et halvt år med møter, telefonsamtaler og video, selvfølgelig mye med Norge, det var ikke en kvalitet som kunne aksepteres. Enden på visa var at eieren ble så lei av det her, bare dro det ut i tid, at det ikke skjedde noe. Så de bare bestemte seg for å betale for å få det bygd på nytt, fordi de ikke ville ha noen problemer når det skulle til Norge, ingen overraskelser, petroleumsmyndighetene i Norge. Det var vi ganske klar på tidlig i prosessen, at dere må nesten vurdere, det blir en ganske lang prosess for å eventuelt få det godkjent slik som det er bygget, og vi kan ikke garantere at resultatet vil vise at det er okei, kanskje det er rett og slett raskere for dere å bygge en ny en. De hadde bestemt seg for at de skulle kjempe og krangle med oss så lenge de kunne.

Hvem kranglet med dere?

Designerne på verftet

Hvem tar regningen?

I dette tilfellet tok eierne regningen. Det var ikke kjempemye da, men selvfølgelig var de misfornøyd med at de måtte ta regningen. Det kan godt være at det har vært en eller annen avveining som de har gjort at de kanskje har fått noe annet som de ikke trengte å betale for. Det er alltid forhandlinger i dette spillet her. Det er flere eksempler på det at de rett og slett har bestemt seg for å... egentlig bestemt seg for å skifte ut, men fått beskjed (38:00)

Kjetil presenterer modell fra prosjektoppgaven. Er det noe som gir mening og ikke gir mening?

Nei, det gir mening at man må tilpasse seg.

Hvilke typer tilpasninger er det som blir gjort fra expatsenes side, og de lokales side?

Det var vanskelig det her. Man må jo tilpasse seg litt med forholdene som er i Korea, rett og slett, at ting går litt fort, at de har et litt annet tidsperspektiv, at ting som haster må gjøres i dag og helst i går, og ikke i morgen og overimorgen. I Norge holder det stort sett å gjøre det før fredag, selv om det haster. Det må man jo innse, og så må man kanskje noen ganger da tilpasse hvem man står for, at man ikke får den løsningen man får, men bare leve med at det er akseptabelt.

Hvem må tilpasse seg mest? Og hvem gjør mest innsats for å faktisk tilpasse seg?

Igjen, nå er vi jo i Korea, så jeg mener jo at expats må tilpasse seg mer enn de lokale. Koreanerne er jo flinke, det er ingen tvil om det, de har bygd masse fine skip, kanskje ikke så mange offshore-installasjoner.

Men i forhold på team- og personlig nivå. Hvilke typer tilpasninger skjer der? På hvordan man snakker sammen, og hvordan man samhandler.

Ja, det er nok viktig å vite det der, man skal være forsiktig med å gi negative tilbakemeldinger, man må prøve mer i større grad å trå litt forsiktig når man skal si noe. Det der at man, for å ikke miste ansikt, det er veldig viktig her i Korea. Det å påpeke feil, det er nok vanskelig, og spesielt mot yngre ansatte føler jeg det ikke på samme måte, men mot eldre, så er det vanskelig.

Hvorfor?

Det har nok litt med at jo mer erfaring du har, og også alder, det er viktig her i Korea. Selv om du er mer erfaring, men yngre, så teller alder mer i den koreanske kulturen, enn det vi er vant til i Norge. Man skal respektere de eldre, så man skal være forsiktig med å påpeke at de har gjort noe som er galt. De eldste vet best, for å sette det litt på spissen, selvfølgelig. Det tror jeg nok. Det skal man vite litt hva man gjør. Og så skal man også respektere, i vært fall til dels, de kodene som er...

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Manager	Busan	49 min

### Transcript

Si litt om det deg selv,

Ja, jeg har jobbet i DNV siden 1992. Så har jeg vært i Korea i over 11 år, men ikke i XX, første gang i 1996 til 1999 og så fra 2003 til 2009, og så fra 2012 og frem til nå. Så har jeg jobbet mest med stabilitetsgodkjenning i den perioden. Og i Korea, for de båttypene som vi godkjenner plus noen av de offshoreprosjektene som går til Norge. For det meste så gjør vi godkjenning til drillships som går til Norge men ikke semisubs og jackups.

Hva er stabilisering

Nei det er det som får båten til å flyte, hvor mye skade den tåler ved en grunnstøtning. Det er regler for dette. Jeg er head of section for stabilitet og slitasjegruppen.

Måten du, din arbeidsverdag er mest ledelse vil jeg tro

Ja vi er en såpass liten gruppe, vi er 9 inkludert meg. Så målet var en halvt ledelse og adm og halvt godkjenning.

Ja skjønner

Men det har vært litt mye ledelsegreier. Omstrukturering vet du, vi har slått sammen GL og DNV, og det har vært mye jobb med å få det til å passe. Her i Korea er DNV mye større en GL på godkjenning siden og generelt, så det blir mer oppsluking enn merging. Så det har tatt mye tid. Men, jeg jobber slik halvt teknisk og halvt ledelse

Hvilke nasjonalitet er de du jobber med

Nå er det bare koreanske, det var noen briter, men de byttet til en annen avdeling, i starten var vi nordmenn, men så ansatte vi koreanere etter hvert. Vi var to nordmenn tidligere men det er stund siden, siden 2000 har vi vært bare en nordmann og så flere og flere koreanere, til vi nå er 9. Jeg har vært litt inn og ut

Ja, du har vært her lenge, så du har sikkert sett en del forandringer, kan du si litt om det?

Ja nei det har jo skjedd mye forandring, både i vår organisasjon og på verkstedet. De har jo ekspandert noe enormt, spesielt på midten av 2000 tallet. De gikk fra kanskje 30 båter i året til kanskje 100. Så det er to store båter ukentlig så det er ganske enormt

Ja det er ganske mye større aktivitetsnivå enn det vi har i Norge

Så det er liksom et krav til at vi leverer ganske kjapt på ting, ting går jo ganske fort, man bygger et skip på 8 mnd sant

Merker du at det er mer tidspress nå

Ja det må skje veldig kjapt ofte, det er noen ganger vi har god tid, i gode tider så var det kanskje slik at du hadde 3 år på deg, mens nå er de kanskje mer forsiktig med å love noe så du får bygget båten din når de har tid. Da går ting mye fortere. Det har også skjedd mye som har med stabilitet og gjøre, man må bestemme lettvekten på båtene, og så må man ha endelig stabilitetsvurdering og lastecomputer om bort og så videre.

Hvordan er det noe, merker du noe forskjell når det går fort. Hvordan klarer man å fullføre på de fristene

Vi har stort sett prioritert det som har med bygging å gjøre, dersom verkstedet har en frist så gjør vi det. Det har fungert veldig godt i vår gruppe.

Hva med utenom deres gruppe hos klienten og hos DNV? Og verftene også

Nei, det går jo. Jeg føler vi har hatt bra kontroll for det meste. Men det har vært tider hvor det har vært mye og gjøre, og da har det også blitt noen forsinkelse for noen år siden. Det er ofte litt varierende kvalitet, men det er bedre her enn for eksempel i Kina stort sett.

Men har det noe med tidspresset, at forsaker man litt kvalitet

Ja da er det mange med på disse store offshore-prosjektene, der kan det gå litt over stokk og stein. På skipene, der har vi såpass god peiling så der. Men vi har hatt noen slike drillskip som har gått veldig godt og som bare har gått gjennom uten problem. Men jeg har også vært med på offshore prosjekt som ikke har gått så bra, hvor man kanskje har tatt seg litt vann over hodet, og verkstedet ikke helt har skjønt hvor komplekst det er

Hva gjør man da

Da blir det forsinkelser, men de er flinke til å snu seg rundt og få gjort ting. De kan sette inn ganske mange folk og få ting gjort. De fikk bygd om det de måtte gjøre.

Du sier du har jo mye leder, mer ledelse enn planlagt, hvordan er det å lede koreanere kontra nordmenn og den type ting

Det er ikke så veldig stor forskjell, nå er det så lenge siden jeg kom til korea, så det er litt utvisket. Jeg er også gift koreansk, så.. Jeg har ikke noe kultursjokk lenger. Jeg har vært slik gruppeleder i norge også, og det er nesten det samme. For mange ulike nasjonaliteter. Det er hvilke folk du har som teller

Ja så individuelle forskjeller?

Ja, men det er litt på. For eksempel å ta initiativ til ting er ikke alle like flinke til

Hva legger du i det?

Nei for eksempel å ta egne initiativ og delaktighet i møter og slikt. Det kan være språkbarrierer også, men det er kanskje litt mindre [delaktighet og initiativ] her enn det er i Norge.

Ja, men hvis du da spør direkte til noen får du et fullstending og ærlig svar

Ja det varierer fra person til person, men for nordmenn så er det . . eh. Ja jeg tenker på om jeg har noe spesielt, men det er veldig personavhengig, men det er kanskje litt slik at man er mindre, eller litt mer uavhengig i norge. De norske nye studentene er litt mer aktive. Det ligger til kulturen kanskje at man ikke skal spørre så mye i Korea

Hvordan relaterer det til, hvordan er det å gjøre feil. Skal ikke spørre, da gjør de ting uten å være sikker, eller lar man være å gjøre det?

Det kan være en blanding, som regel spør de til slutt. Når jeg tenker tilbake på meg selv så var jeg mye mer aktiv, men kanskje det bare er meg. Når jeg var ny spurte jeg hele tiden. Nå er det også, har vi såpass mange seniorer, så det ikke alltid de kommer til meg og spør, men de går kanskje heller til en av koreanerne og spør.

Ja hvordan er det for de nye, kan man spørre hvem som helst?

Ja det er litt barrierer for å komme til meg, selv om vi har prøvd å unngå det

Men er det fordi du er leder eller er det fordi du er nordmann?

Ja, det er kanskje litt språklig, og nå får de gode svar av de andre etter hvert. Vi har en gruppe og en del av dem har jobbet ganske lenge, 10 år og slikt, så de kan jo mye. Så er det litt lettere språkmessig, og kanskje de ikke vil forstyrre meg. Men tidligere så var vi kanskje bare 3-4 stykker og dat var det mer slik direkte. Men er det noe vanskelig så kommer de til meg

Så kommer alle nå direkte til deg, eller må det tas via

Nei de kommer nok ikke direkte til meg, det er de mest senior som kommer til meg, det er litt slikt hierarki kanskje, som vi kanskje burde gjort noe med egentlig

Tar du noe hensyn til det når du snakker med, er det noe du tenker over

Nei, jeg tar hensyn til kultur, nei jeg oppfører meg likt enten de er oppe eller nede, det får... Så jeg er ikke noe slikt autoritær leder, jeg prøver å involvere

Men om noen har gjort noe feil, må man ta det på en forsiktig måte, eller kan man bare si at dette her var feil

Nei, det skal man være forsiktig med uansett. På akkurat dette og si det på en slik måte som gjør det klart at dette var feil og sørge for at det ikke skjer igjen, men man har ikke noe straff eller noe

Nei, nei, men hvordan tror du at du blir oppfattet da som sjef, er det noen forskjell, jeg tenker hvordan blir norske ledere oppfattet kontra koreanske

Jeg tror kanskje de blir oftappte som mer milde på en måte. Jeg har jo selv hatt norsk sjef og utenlandsk sjef. Men vi har også koreanske sjefer som har en slik mild måte å være på, og noen som er litt gammeldagse, mer slik direkte, dette bestemmer jeg

Har du mye med andre ledere å gjøre, koreanske sjefer på samme. Er det noe forskjell på om de er på samme nivå, over eller under deg

Ja vi har et leaderteam som har en del koreanske ledere, men det er veldig personavhenig, det er vanskelig å kategorisere

Men når du sier du har en mild stil, man risikerer aldri noen ganger å bli overkjørt av andre som er veldig sterke

Nja jo, jeg blir ikke særlig overkjørt da, men det er noen som har sterkere stemme enn andre. Det er noen som er mer eldre som har mer autoritær stil som kanskje..

JA HVORDAN er det med alder her?

Ja det er jo viktig. Så, jo eldre jo mer respekt skal du få

Ja vi har vært med noen som snakket om at alder gikk foran rang. Ja eller utfordret i alle fall

Ja, jeg er litt usikker på hvordan de yngre nå ser på det, men det er jo litt slikt at veXX de eldre, men vi har noen veldig gamle koreanere her som ikke er sjef, men som har yngre koreanske sjefer, så litt usikker på hvordan det går i de gruppene, men jeg tror de fleste, de eldre koreanere de har også innrettet slik at slik er det at ikke alle kan bli sjef. Selv om det kan føles som målet for mange, vi har hatt folk her som har begynt tidlig i DNV som har jobbet seg opp og som ikke kommer lenger, og så føler de at her stanger de mot veggen og ikke kommer seg opp, og kanskje slutter og slikt

Ja det er noe de føler selv eller

Ja jeg vet ikke direkte, men jeg føler det de måler seg på er å komme seg opp. De som de startet sammen med, de må de liksom holde seg på samme nivået.

Riktig,

Litt slikt, mens kanskje, i alle fall for DNV GL, så har vi det slik at, ja, det er veldig fokus på at du har en teknisk karriere og kan være ekspert og ikke nødvendigvis gå lederveien. Det er kanskje litt annerledes i Korea, men det er klart i Korea kan ikke alle gå lederveien der heller. Så jeg tror det er mer slikt på verkstedet, at man må være på samme nivå slik at noen faller av når det blir smalere i toppen, mens her er det mer en teknisk ekspert stilling som alle kan være fornøyd

Hvordan er det å jobbe i DNV kontra et typisk koreansk selskap



Det er veldig få som slutter og går til en koreansk selskap etterpå, det skjer nesten aldri, det er noen som har sluttet og begynt i et koreansk selskap i utlandet, men utover det er det veldig få. Det er mye større frihet her enn i..

Ja hvordan tror du de opplever de forskjellene og e.. og input på det?

Ja... Det er kanskje litt mer press, og at man har lange dager, man går ikke hjem før sjefen har gått. Det er litt klisje, men det litt slik at om man går tidlig, og her er tidlig 5-6, og sjefen enda sitter der

Blir man litt stresset?

Så.. Men har vi innrettet seg slik at man styrer sine egne timer selv om jeg sitter her, så har man kommet litt tidlig så kan man gå tidlig også. Men vi jeg tror ikke vi har opplevd veldig mange, det er kanskje noen som har komt fra verkstedene her, og så har vendt tilbake, har lyst til det igjen,.

Hvordan er det slik med kunnskapsdeling, det er noe vi har tenkt litt på. Vi har sett dere har et slikt program med 30-70-10,

Ja det er 70-20-10, det er en kampanje for å øke kompetansen sin, og ha litt mer strukturert trening eller opplæring av folk, men normalt. Det er ikke så stor forskjell fra hvordan vi jobbet før. Av og til så kommer det noen kurs, og så snakker du med de du jobber med og så resten er at du jobber selv og gjør jobben. OG så får du kanskje et kurs som passer, et internkurs. Så.. Ja..

Ja, har dere noe slike ekspertområder eller noe her i Busan og DNV andre steder, hvordan ser man en annen måte å gjøre ting på

Nei vi prøver å samarbeid både i Shanghai og Norge og andre. På operasjonssenteret så godkjenner vi jo tegninger og beregninger, og det gjør man jo i Kina og Norge og i andre.. Så vi snakker sammen ganske ofte og prøver å gjøre ting på samme måte og prøver å ha samme rutiner på samme oppgaver. Så det blir jo litt lokale forskjeller, det er uunngåelig, men så er det folk som kommer fra forskjellige steder så, ja, med seg litt forskjeller så utligner vi

Men er det kun på ad hoc nivå eller er det systemer for å spre

Nei vi har slike experience exchange seminar hvor vi prøver å møtes. Alle skal ha et slikt hvert 5. år, hvor man snakker med andre utenfor eget kontor. Så lenge jeg har vært her har det vært i Norge, har vært to uker i Gjøvik ifm sommerferie. Snakker ofte med dem for å samkjøre. Så lenge vi har kontakt så går det bra. Har folk som har vært i Kina, og har god kontakt der, de er jo også i samme tidssone. De jobber på samme måte. De fleste har hatt en periode på Gjøvik og en del har vært i Hamburg i 3-6 mnd for å møte folk og få litt erfaringer derfra. Tidligere sendte man folk tidlig til å jobbe i andre land, men nå har det stagnert. Fortsatt noen som reiser litt til Korea. Så det er ulike arenaer hvor du blir kjent med folk fra andre steder og ser hva de gjør der. Og så er det folk som blir plassert hos verkstedne og får innsikt med skibsbygging generelt for eksempel i 3 mnd.

Hvordan er frekvensen på det, er det f.eks. årlig, har dere samtale med de andre kontorene.

Vi har et møte nå er vi sammen med GL og det siste opplegget er at alle disiplinene f.eks stabilitet skal vi ha en deling av en person som er ansvarlig for det, for eksempel en i Hamburg eller en lokal i Shanghai Busan evt Japan som deler det. De møtes kanskje en gang i måneden på video for å samkjøre det som måtte være på agendaen

Har du vært med på det

Nei vi har ikke lansert det enda, det kom for to uker siden. Ja nå har vi slått sammen med GL, de har to store kontorer og de har ikke samme miksen som her. Forbindelsen mellom Hamburg, de sender noen som jobber der på utveksling et år eller to. Her har vi nå DNV og GL i samme kontor, og det har de i Shanghai også.

Hvordan er det å snakke med andre her, kan man bare plukke opp telefonen

Det er litt mer barriere for det for alle, det er bedre å truffet noen før, men vi har jo lynq, og slikt som gjør at man kan se hverandre også, det bruker vi mer og mer, og vi har jo også muligheten til video av god kvalitet. Det er likevel litt barriere når du har noen på skjermen kontra face to face

Hvordan er det i Korea kontra andre steder ift relasjoner

Nei i forhold til verftene, det er ikke noe barrierer for de lokale å gjøre det og bare plukke opp telefonen. Det kan være vanskelig for de som er veldig unge, så de skjerner vi litt, de kan bli litt defensiv for eksempel

Ja så alder og erfaring, at du må ringe en koreaner eller ringe en nordmann for en koreaner eller en nordmann

Utfordringen for meg er språket of jeg har inntrykk av at de på verkstedet ikke vil snakke engelsk så det er en slags barriere i seg selv. Det kan være veldig flinke eller ikke, noen synes det er veldig ubehagelig. På møter vil de gjerne ha med en Koreansk kollega. Men nå hadde vi for eksempel et møte for to uker siden hvor jeg bevisst ikke tok med noen koreanere, og det gikk greit det også, å ta det på enksels, så det fungerer stort sett med det er noen barrierer. Men det er mest språklig. De koreanske får helst ikke ringe til meg. Jeg har ikke fokusert på det, de får snakke på koreansk hvis det er greiest for dem

Hvordan er det med de som er mer junior posisjon, dette med å ta kontakt

Ja der er litt mer barriere for dem siden de er mer junior, men slik vil det også gjerne være for en fersk norsk

Er det forskjell på å ta kontakt med en nordmann eller en koreansk

De vil ha problemer med å ringe en nordmann

Hva gjør de da

De gjør det hvis de må

Har de en annen approach

Det kommer an på personen, men for en ung koreaner er det litt mer barriere, men det har en litt språklig..

Men hvordan er det med personlige relasjoner, hjelper det

Ja det tror jeg, men det er jo generelt

Ja selvfølgelig, men er det noe som skjer i praksis, er det noe nettverksbygging og den slags

Ja vi har jo sendt folk rundt, og de har jobbet litt utenfor, så det.. Vi har ikke vært så flink til det, i vår disiplin hadde vi noen nøkkelpersoner som enten kom hit, eller vi sendte noen dit for et 2 dagers møte. Vi har blitt så store nå at slike møter begynner å bli veldig dyrt, så det har ikke blitt så mye i det siste. Nå tror jeg det er videomøter som kommer til å ta litt mer over på den biten. Og så møtes man på tilstelninger hvor alle er sammen, men det er ikke så lett å få til det heller

Hvordan er det med teambuilding aktiviteter

Vi har ikke hatt så mye av det, vi har hatt noe picknik og noen luncher. Det er litt ad hoc på det

ER det viktig, noen har sagt at det er viktig å gå ut å spise sammen

Ja man må bli litt kjent i koreansk systemer, men det er også generelt det

ER det viktigere for koreanere

Ja, på noen måter er det det, men det er ikke alle som liker den kulturen heller å gå ut og drikke hele tiden

Varierer det,

Ja, for noen har det jo veldig ofte at man går ut, mens andre er veldig edruelige i forhold. Det er ikke så ofte at vi har slike middager, i alle fall ikke på det nivået.

Men i forhold til å treffes som ny business relasjon, er det noe forventes at man gjør, å gå ut og skåle sammen

Je jeg tror det, jeg har ikke gjort det så mye, men på høyere nivå med kunden er det mer av dette. Mye mer enn i Norge.

Mer på høyere nivå da, eller også på lavere stilling

Jo men altså om jeg var koreansk hadde det kanskje vært mer for meg også

Men er det noe forskjell, får det konsekvenser om du ikke gjør det

Nei ikke akkurat for den jobben vi gjør, for andre er det mer viktig, spesielt de som jobber direkte med kunde. Da er det viktig at de er lette å snakke med og se fjeset

Dette med å se fjeset, oppstår det mye misforståelser

Det er ikke noe som er kulturelt, det er noe, men det er vanskelig med misforståelse, det er mer at de er i sin verden og vi er i vår, og så er det ikke alltid våre krav matcher deres tidsplan

Ja det er jo komplisert med eiere og underleverandører og dere og dere. Hvor vil du si at skoen trykker. Hvor er det ting feiler.

Tja, det... Nei det.. Off.. Somregel går det veldig bra. På de prosjektene som feiler, har vi ikke .. Det er ofte dårlig prosjektledelse inni der heller en dårlig samarbeid, det skal gå så fort. Vi har kanskje ikke alltid hatt de riktige folk fra vår side og så er det et uteapparat

Ja prosjektledelse, det samspillet det der, er det eier som styrer hele

Nei, eieren har en kontrakt med verkstedet som skal bygge båten, men inntil levering er det verkstedet som eier, og vi jobber for verkstedet. Noen ganger er vi kunde til verkstedet og noen ganger til eier. Verkstedet oppfatter ofte oss som at vi er på lag med eier. Dersom det er vestlig eier blir det ofte oppfattet hit, men hvis vi har en koreansk leder føler kanskje eier at vi er på lag med verkstedet

Har dette med stereotypier å gjøre

Ja, men. Føler at en norsk prosjektleder, nå er det ikke så mange av dem igjen, da føler verkstedet at tonen er norsk og at DNV og på lag med eier og vis versa. Det er vel slik som er naturlig

Hva er det som kjennetegner prosjekter som har gått bra vs dårlig, hva er suksessoppskriften, prosjektledelse?

Nei, jeg er ikke så inne i hva som skjer på verkstedet, men det som går bra er ting de har gjort før. De klarer å bygge en båt på 8 mnd selv om det ikke er så lett. Det som går dårlig er når de tar en for lav pris for noe de ikke har helt oversikt over. Det ser kanskje ut som et ganske enkelt offshore prosjekt, og så er det problemer underveis og så blir det masse prosjekt. Så var det ikke prosjektert underveis og så dukker det opp entringer og så...

Så hvor er det det oppstår problemer

Nei, det tror det er en blanding av at eier kommer med nye krav, og at de ikke har skjønnet hvor komplisert det egentlig var, og så har de ikke hatt de rette folkene på verftet til å håndtere, og så har de en mer asiatiske kultur enn det vi har.

Og hva innebærer det

Frykten for å gjøre feil og alt det der

Har du noen eksempler på det

Nei på mitt fagfelt går det som regel bra, og jeg har ikke gode nok kontakter på det koreanske verftet

Kan du si noe om hvilke eiere som er bedre på å håndtere komplikasjoner.

Da må du spørre de på Okpo, jeg har lite med eier å gjøre, de er ikke min kunde før båten er levert. Men det er jo, eier på de store prosjektene ansetter jo så mange som de haker inn på års eller dagskontrakter som egentlig ikke har noen tilknytning til selskapet og bare kan et lite fagfelt, og ikke er så intresert i leveranse heller, men snarere sin egen lønningspose. De store kommer kanskje mer 70-80 mann og vi sitter med 2-3, så vi blir en liten brikke. Men han Axel, han kan nok gi mer svar.

[Forklare modell] har du noen formening om denne?

Jeg vet ikke om jeg skjønnte det.

[forklarer på nytt]

Vi har ofte mikset såee.. Nå er det færre og færre expats etter hvert. Nei kanskje bare ingen. Så på noen team er det bare lokale. Men jeg prøver å få inn lokale, selv om vi har noen expats som er litt eksperter så får vi noen lokale, så vi får lært dem opp også.

Det trenger ikke nødvendigvis være expats, det kan også være kulturforskjeller mellom selskaper eller fagfelt.

Nei jeg vet ikke om jeg har noe konstruktivt.

[SPGR skjema]

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Manager	Busan	49 min

### Interview Notes

Axel Stang Lund 25.02.2015

Vært her i 4.5 år

Har en rolle som Regional offshore manager.

Har ikke personalansvar, har oppfølging på design siden. Men samarbeider tett med han som jobber med bygg.

Har vært igjennom en stor boom her i korea på byggesiden.

Skipsverftene har vært deepsea shipping, blir mer offshore.. fso og store faste installasjoner. Gjør mye tyngre og krevende jobber. Dette gir store behov for å følge opp prosjekter.

Har drevet offshore tidligere også, det var den første boomen. Nå er dette i den andre boomen, det ble demobilisert mye etter den første runden.

Arbeidshverdagen bidra til å få ting til å gå videre, ta noen avgjørelser og fasilitere kontakter og framdrift.

Generelt er offshoreprosjekter mye mer komplekse enn skipsprosjekt. I et skipsprosjekt har de kanskje 5-6 personer, et lite site-team. Offshoreprosjekter har 1 stort prosjekt, flere hundre fra eier.. site team på langt over 100 personer. Interaksjonen med verkstedet blir mye mer, det blir mye mer!

Det har vært en enorm utvikling i perioden han har vært her.

Stor forskjell i individene hos koreanere, men det er i stor grad engelsken man merker barrierer. Dette håndteres via kurs og kultur.

Kulturkurs –

Et kurs fra norge – eksternt kurs. Typiske ting som expat. Forberede seg mentalt på å reise ut! Typisk etter 3 måneder at man får en mental dip, folk går litt i kjelleren. Den omvendte kultursjokket er også stort når en skal hjem!

I Korea – typiske ting med Koreansk kultur. Litt væremåte og hva en skal og ikke skal gjøre. Stemte delvis med det han har opplevd i ettertid. Man får gjerne litt mer slack for kulturelle blundere. Det veldig greit å være bevist!

Store møter og har middag etterpå, når de eldre menn kommer og leier han. Type bonding!

Stereotyping: tipper at de ser på oss som mye mer stive og formelle. De er mye nærmere enn det vi er vant med. De er lettere for å hisse seg opp og være høyrøstede enn vi er. Bruker store ord, pompøst. Merker kanskje ikke det så mye til daglig, men kan skje i møter med kunder.

Knyttet til jobben – stor yrkesstolthet begge veier! Forskjell på utdanning, det merkes. I vesten når vi studerer så fokuserer vi veldig mye på å finne kunnskap. I korea skal professoren fortelle hva som er sannhet, du skal ikke stille så mye spørsmål i dette. Dette gir et utslag i når de skal lære seg nye ting, fks offshore. De prøver ofte bruke "samme oppskrift", uten helt nye krav. Når en bruker funksjonsbasert regelverk – lag det godt nok – så må de gjøre vurderinger for å vise at dette er godt nok. Dette liker de svært dårlig. Er det beskrevet er det rett fram og kjøre på, de er vante til å bli fortalt at slik er det. Forteller du hva de skal gjøre, alt ok.

Blir store problemer når de skal utføre oppgavene!

Hvordan overføres kunnskap? Store forskjeller i tilnærminger her!

"Learning by doing" – etter hans skjønn er det enkelte som ikke greier å få dette til. Noen er veldig flinke på enklere prosjekter, så sliter de.

Kulturelle biten med senioritet – det skjer endringer. Det gir svært merkelige utslag noen ganger. Noen ganger holder det at de er eldre enn deg, så blir det etter hans ord. Det er ofte utrolig vanskelig å si i mot. Her slår kulturbiten inn, og det skal veldig mye til for å si noe i mot en senior. Expats har ikke vanskelig å si i mot dette. Dette kan bli brukt litt aktivt, men det er endringer i dag. Noen er flinkere til å tale i mot seniorer i mot.

Expats kan bidra til at koreanere blir litt tøffere, har de backingen så kan de endre atferd. Men det har en viss risiko i dette.

Det har i utgangspunktet vært verre for koreanere å gjøre feil enn for nordmenn. Synsing: det er nok tøffere for dem å gjøre feil. Folk blir reddere for å si i fra at de gjør feil. Det ligger å koker til det nesten

Produksjonslinjen er det viktige på verftene. Det er enormt, disse stopper ikke! Enorm logistikk, skal det gjøres endringer blir det enorme konsekvenser. Må holde prosessen oppe! Forsinker du et prosjekt, forsinker du alle! DA blir det lite villige til å gjøre endringer.

Samarbeid med

Man begynner å bygge for desinet er ferdig, tegningene er ikke modne når en setter i gang. Oljeselskapene setter i gang for fort, man pusher for mye på. Mens koreanere også er veldig ivrige på å sette i gang.

Hovedstyrkene for verftene som gjør at de lykkes:

Bygge opp industrien som skipsindustrien, de trenger en bevist satsning og økonomiske incentiver for å klare å bygge dette. Rent praktiske ting, arealer, arbeidsstokk pålitelig til å gjennomføre. Stor gjennomføringskraft når de bestemte seg, folk måtte bare flytte seg. Politisk backing fra flere hold, store cross-fundings for å få ting til.

Beslutningsmakt –

Koreanske ledere har ikke nødvendigvis mer makt slik han ser det til gjennomføring. Det værste er en svak eier som ikke er interessert i å få opp produktet til et minimumsnivå – mens verkstedet er veldig sterkt (som de faktisk er). Det er forskjell på "klassifiseringsprosjekter" og vanlige prosjekter. Har de rene verifikasjonskontrakter, så er det vanskeligere å følge opp. Har de klassifiseringer så kan de faktisk stoppe ting og har incentiver. Helt forskjellige tyngde i dette.

Kommunikasjonsmessig kan det være lettere å være bruke koreanere, men andre ganger er det faktisk være å bruke koreanere pga kulturbiten. Man ser kanskje at koreanere endrer seg veldig når de kommer seg ut av sin egen kultur, de blir mer nøytrale og endrer seg når de får vekk dette med senior og makt. En opplever at de faktisk ikke vil være tilbake når de har vært borte.

"please understand the situation"

Noen gang må en bare bryte og si "sorry, her er det ikke mulig å ikke endre". Andre gang kan en jobbe med å finne omveier. Men ved å bruke tunge krav kan en faktisk sette kravene fra myndigheter til grunn.

Det er et klart maktspill.

Vestlig kontraktskultur vs asiatisk kontraktskultur. Men det er store forskjeller i asia også.

I vesten er det veldig kontraktsorientert, følge dette og teknisk spesifisering veldig tett

I Korea tar en fram kontrakten når alt har skjært seg, det er et veiledningsdokument.

Det er et brudd her når en ser at de er veldig orientert om spesifikke detaljer for å utføre. Når det er konflikter eller det som burde være sunn fornuft er det kjøpt inn i kontrakten "og vis meg hvor det står".

De er ofte veldig mer interessert i effektivitet og bruker sine kompetanser fra shipping som går veldig kjøpt. Offshore er mye mer komplekst; mange ulike krav. Dette krever i større grad skreddersøm. Slik blir det vanskelig når hvert prosjekt krever skreddersøm.

Stort sett løses de fleste konflikter meste via samhandling, men det hender at ting går til retten.

Hierarki:

I utgangspunktet kan en tro de liker å bli kommandert til målet, men mange ganger har kanskje folk vært i vestlige firmaer og har andre holdninger! Gjør det hele litt mer komplekst. Noen ganger så sier de "ja", men gjennomfører ikke.. bare dropper det. Vi nordmenn kan si i mot sjefen, mens ofte gjør ikke de det. Mange ganger henter han råd fra koreanske seniorer for å få inn innspill på hvordan løses denne situasjonen.

"Dette er problemet, vi får ikke gehør her...hvem må vi snakke med, kan du sette opp et møte for meg". Bruker døråpnere for å få pratet med høyere ledere for å komme i gang med. Bruker ofte sine egne.

Kommentar:

Veldig bra intervju, med fokus på samhandling i mellom de ulike partnere. Han har en selvstendig rolle, der han jobber veldig som "broker"/3part mellom utbygger og eier.. Ble diskutert en del rundt koransk tilnærming til problemer, og det framheves at de er veldig action-orientert, begynner gjerne å bygge lenge før tegninger er ferdige og dette skaper problemer. Generelt er koreanere veldig flinke og kjappe på tekniske beskrivelser og opplært i å gjøre som de blir fortalt. Når elementer av usikkerhet og selvstendige beslutninger må tas begynner de å slite mer. Dette gir implikasjoner i samarbeidene med nordmenn/vesten. Viser til problemer med kultur og ulike utfordringer en må være litt bevisst på, men samtidig kan utnytte til sin fordel for å få gjennomføringskraft.

Viser til at han ofte må bruke makten som ligger i krav fra myndigheter (Fks norske) for å få igjennom nødvendige endringer/spesialiseringer. Ofte er verftene, som har mye makt, ivrige på å pushe igjennom standardløsninger som ikke vil passe til reel kontekst. Tilbakeslag/forsinkelser gir enorme implikasjoner for verftene som har en portefølje med prosjekter som skal gjennomføres. Begynner endringene å settes i gang så flyttes gjerne arbeidsstokk og ressurser slik at det blir krevende å holde flyt og komme i gang.

Har mye kunnskap, og kan være relevant for å følge opp senere – vi kom ikke helt i mål med samtalen.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Manager	Busan	57 min

### Transcript

[forklaring av prosjekt]

Fortell om din arbeidshverdag

Ja, jeg er jo linjeleder for et team på 14 kolleger. Eh, der er det en annen norsk kollega, og resten er fra Korea. Og så samarbeid, det blir som å operere en enhet i Norge i og for seg, som, hvor mye møtevirksomhet vi har eller hvordan vi samhandler. Vi har et lederteam her på produksjonssenteret som består av litt utlendinger og, XXXXX. Vi har et stort innslag av lokale ledere i det teamet, og da prøvde vi å legge vekt på hvordan vi ønsket at teamet skulle fungere. Vi snakket ikke så mye om kulturforskjeller og slike ting direkte, men vi sa slik vi har et team, og hva skal til for at et team skal fungere godt. Det er slik felles for alle team i og for seg.

Hva er filosofien deres når det gjelder hvordan dere jobber sammen

Hva skal jeg si. Vi har sagt at det bør være slik at alle føler de kan si hva de mener, uten at de føler at det er noe konsekvenser av det. Vi mener vi kan ta bedre felles beslutninger hvis alle kan si sin mening. Og så er det noen forutsetninger for å få det til, at alle stoler på at det man sier ikke blir brukt mot en senere eller delt med andre utenfor det fora det var tenkt. Litt tillitt der, og at man ikke er redd for konflikt, ikke slik at man skal begynne å sloss, men at det er lov å ha ulike meninger. OG at det er lettere å slutte opp om den beslutningen som blir tatt til slutt hvis man vet at ens egen mening har blitt hørt og tatt opp til vurdering. Og så hvis man da ikke kan komme frem til en konklusjon ved konsensus så er det noen som er satt opp til den jobben som leder som kan ta den beslutningen. Så må man også være enig på forhånd om at den beslutningen som blir tatt blir fulgt opp av alle selv om en kanskje var litt uenig i den. Så har man i alle fall fått lov til å si det og uttrykt en.. ja. Og så.. ja. OG så må man slutte opp om en felles beslutning til slutt

Er det noe som, dette er vel en veldig flat struktur type. ER det en norsk måte å tenke på

Eh. Ja, vi har prøvd, det er jo et internasjonalt firma med utrspring i norge, så jeg tror at den måten vi strukturer det på bærer breg av det. Norsk ledelsesprinsipp.

Hvor mange er dere i det lederteamet

Nå har vi nettopp omorganisert, men vi har 7 stykker. Inkludert lederen og så har vi en admin som sitter og bidrar og tar notater og slikt. Så vi er 7-8 mennesker samlet i de møtene

To nordmenn og.. ?

Ja nå er det litt annerledes, nå har vi en brite, en svenske, to nordmenn og to koreanere.

Veldig blandet

Men tidligere hadde vi tre koreanere till. Grunnen er at vi har slått sammen skrogseksjonen, de som var gruppeledere på skrog før. Vi har slått sammen alle gruppene til en seksjon i stedet for de fire som var før

Da har dere gått fra en situasjon hvor koreanerne var mange nok til å potensielt sett kunne forme sin egen gruppe til en mer blandet gruppe. Har du merket noen endring i gruppedynamikken som en følge av dette

Ja, jeg tror det, det er litt ulike måter å se ting på. Vi hadde kanskje større spredning i meninger om ting tidligere. Basert på hver enkelts oppfatning av hva som var viktig og riktig.



Så, men... Sa da.. De individuelle meningene har endret seg på bakgrunn av.. ER det kun at det er andre mennesker, eller er det måten man samarbeider på som påvirker?

Jeg tror det er litt av begge deler. Ens personlige meninger farges jo selvfølgelig av kulturbakgrunn og hva du er vokst opp med. Jeg har blitt fortalt også at folk som jobber på vanlig basisnivå her, synes det er fint å jobbe i et internasjonalt firma og liker den lederfilosofien vi bruker. Men så er det rart da når man får en lederposisjon selv så faller man tilbake på den lederstilen som man har vokst opp med og lært seg og som kanskje er kulturavhengig. Så det kan være folk som sier at de synes det er fint å ha internasjonale ledere med den lederstilen som det medfører og så tar man en slik koreansk tilnærming når man blir leder selv. Og det det går på er kanskje mer slik autoritær lederstil og at man, det finnes normer for oppførsel for eksempel, hvordan man skal behandle senior folk eller folk med høyere formell rang. At man da, når man blir leder, så automatisk så forventer man mer av den typen oppførsel fra andre, selv om man forventer å slippe unna det når man har en internasjonal leder selv

Om du har en mer demokratisk kontra autoritær lederstil, har det innflytelse på hvordan beslutningene blir fulgt opp i etterkant?

Jeg tror det også er litt slik både og. Det kan nok være slik at derom man slipper å frykte at det å ikke følge en beslutning. Ja det blir jo på en måte det. Dersom det føles som at det å ikke følge opp en beslutning får noen konsekvenser sosialt sett i den gruppen man er i så kan det nok hende at noen tenker at man slippe unna med det. Det er liksom den måten man motiverer på, og så er det en mer samarbeidsmåte å motivere på med mer slik positiv forsterkning, og jeg tror det nok også virker her. Så i alle fall for meg så føler jeg at jeg oppnår mer med å gjøre det på den måten enn det motsatte. Jeg er ganske sikker på at det er en god måte å lede på også

Din bakgrunn i norge, var det rene noske team når du jobbet der

Nei vi hadde innslag av, ikke så mye forskjellig da men jeg hadde svenske russiske og britiske

Så det var en multinasjonal sammensetning

Ja

Det er spennende dette i ledergruppen med ulike nasjoner. Hvordan motiverer man her, hvordan sørger man for at meninger og fagkunnskaper blir hørt i et slikt forum hvor man både har ulik kompetanse og ikke minst kulturell forskjell. OG så har du i tillegg dette med språkbarrierer.

Jeg tror det både er kultur og språkbarrierer som hindrer folk i a snakke fritt. Det er lettere å snakke i mindre fora enn i større fora. I ledergruppen vår så var det litt dette med "å gradvis bygge opp den tillitten til at det er ok "si det du mener, det er litt det samme i avdelingen også. Men, i ledergruppen så er litt slik sterkere personligheter, så når det går opp for deg at det er greit å si det du mener så gjør man det, mens i gruppen så er det litt mer ulike personligheter, så er det noen som velger å ikke si så mye fordi at de tenker at det er noen andre lokale som kanskje har mere kunnskap som sitter inne med mer erfaring og da blir det automatisk det de sier som blir gjeldende. Dersom de har noe tilleggsinformasjon, i og med at den som har mer erfaring ikke har sagt det så er det sikkert ikke viktig og det vil virke obsternasi å si det. Selv om jeg sitter som leder og prøver å "si at det er greit å si det. Så det er en større gruppe med ulike personer så da kommer kulturen kanskje mer til uttrykk

Jeg har sett litt i denne XX at du har kanskje en CEO og noen blir kanskje automatisk litt viltre i ulike sammenheng og det er kanskje mer sterke personligheter. Men det er en forskjell på å være en sterk personlighet der ute, mens så kommer du kanskje inn hit og så er det Jon som er den sterke personligheten også å blir du kanskje jenket litt ned. Personligheten blir kanskje litt påvirket av omstendighetene.

Vi har nok jobbet mer med teamdynamik i det lederteamet så det har blitt lagt større vekt på at det er den typen oppførsel man vil ha

Hvordan jobber dere med dette?

Vi begynte for et par år siden. Kanskje to ca to år siden. Det er en slik ledelsesfilosofi som heter lensioni som har skrevet noen bøker om prinsipper rundt grupper særlig ledergrupper. Så vi tok utgangspunkt i det, vi hadde et seminar og leste en bok som han hadde skrevet, for å forstå litt mer. Det var en lettlest bok, og så har vi hatt flere slike seminarer etterpå hvor vi har tatt opp de emnene i boken. Det er som vi har snakket om at man må ha en tillitt i bunn og at man ikke trenger være redd for konflikter fordi de leder til bedre konklusjoner. Og så er det en pyramidefigur som viser hvordan grupper...

Det er jo spennende å høre at dere jobber med dette, dette er jo i kjernen av det vi studerer [mer om oss]

Ja jeg tror at om man ikke har klart uttrykte forventninger til oppførsel i toppen om det å slutte om beslutninger og være lojal mot det. Hvis det ikke er klart uttrykt så er det sikkert mer lekasje av informasjon og alt slikt. Informasjon spres veldig greit her så om du har en leder som er misfornøyd med en beslutning og så sier det til sine medarbeidere så sprer det seg ut i slike uformelle strukturer som er på alle arbeidsplasser, så kan de beslutningen som tas bli motarbeidet, eller gjort mye vanskeligere på grunn av slike ting, så det er en viktig konsekvens.

Vi har jo hørt en del, og dette sier også koreanerne at kanskje de er kanskje mindre ivrige på å snakke opp til senior executives og slikt. Man har kanskje sterke meninger men uttrykker det ikke. Klarer man i et slikt lederteam, nå er kanskje letter for 2 enn 5, klarer man å mobilisere de ressursene de har i møter.

At det er letter med de 2?

Nei får man de her til å prate på en god måte, har det endret seg fra tidligere gjennom lederskapsprogrammet

Ja lederskapsprogrammet ble gjennomført med flere på teamet, med flere lokale, og da synes jeg at jeg så en effekt av at det virket, vi fikk mer åpne diskusjoner og mer tilførsel av meninger og kunnskap. Ledelse er også en slags kunnskap eller kompetanse. Så det blir kanskje ikke så mye den kompetansen, det var mer slik å diskutere tema og komme til beslutninger, ting som angår driften her og ikke så mye meningsutvekslinger om ren ledelseskompetanse. Og så er det slik at vi har ulike avdelinger med ulike fagområder så det gir ikke så mye mening å snakke i lederteamet om kompetansen til de ulike avdelingene fordi at en som er god på skrog, og en som kan elektriske systemer og det har ikke så mye å snakke om rent faglig egentlig, så akkurat kompetanseutveksling i lederteamet er det ikke så mye av utenom det å diskutere om tema som for eksempel det med gruppeutvikling

Hva var bakgrunnen for at ledertreningen ble startet i utgangspunktet

Det var det som dere var inne på å lage et mer sammensveiset og bedre lederteam.

Så det var noen som så dette behovet?

Ja om det var et spesielt behov eller om det bare generelt burde oppfattes som et behov for alle lederteam egentlig. Det var også en undersøkelse om hva vi selv ønsket og synes om de ulike parametrene, og gjennom tre målinger på dette har vi sett en forbedring i dem også, så det ser ut som at det virker. Så om teorien som ligger i bunn er riktig så ser det ut som at vi har blitt et bedre lederteam

Ja hvordan har dere målt da

Ja det er de fem parametrene til lensioni

I hans bok?

Mm mm.

Ja kjempe

Mm mm

Skal vi se om vi finner den. Det, finnes det mange rene koreanske team, eller rene expat team. Finnes det noe forskjell innad mellom slike team

Ja hva skal jeg si, siden sist jeg var her så har hele appropasjonssenteret vokst mye og det er ved å tilføre lokale kolleger. Og, dynamikken og atmosfæren har jo forandret seg med det. Tidligere var det nokså lite og kompakt og større andel av utledninger her, nå er det egentlig ganske få utledninger igjen. Vi har noen avdelinger som har, ja, etter vi organiserte om så er det en stor avdeling som har få innslag av utledninger, men før der så var det noen grupper som var rene koreanske grupper. Så har du grupper som min hvor det er meg og en annen utlending, ellers er det kun koreanere. Jeg tror nok det påvirker hvordan ting foregår og styres

I den grad det finnes ulike måter man vil eller trenger å ha ting på, hvem er det som tilpasser seg, er det de som kommer utenfra som må tilpasse seg de lokale, eller er det lokale tvunget å tilpasse seg det som kommer utenfra?

Ja, jeg tror vi prøver å kommunisere, man kan lett se forskjell på vårt arbeid og andre koreanske firmaer, så de lokalansatte her vil oppleve en ganske stor forskjell på å jobbe her mot å jobbe i et annet koreansk firma uavhengig om de er på et rent koreansk team eller ikke. De som er litt eldre her har jo vært med en god stund og skjønner hva DNV GL kulturen er. Vi snakket litt i lederteamet om hva som er forventet og hvordan vi burde ha det og så blir det litt forskjellig grad av gjennomføring av det

Hva tror du er viktigst av bedriftskultur og nasjonalkultur

Jeg tror man er veldig farget av nasjonalkultur og så tror jeg samtidig av vi klarer å ha en, man kan kjenne igjen bedriftskulturen utforbi, men det er ikke helt likt å jobbe i Oslo eller i København eller i London. Det blir sånn lokalt preg på det

Jeg lurer litt det du nevnte tidligere om det å falle tilbake på lokal tilnærming, vi har fått opplyst fra begge sider i intervjuet om at slik er det. Men hvordan gjør det seg utslag når dere har en norsk tilnærming og noen til skal ha felles tilnærming og så er det koreanske grupper som mer autoritært styrt. Hvordan blir det i hverdagen med samhandling mellom disse avdelingene

Med disse forventningene så er det ikke samhandling mellom avdelingene, det tror jeg ikke det er stor innvirkning på det nødvendigvis for det er noen egne mål som har satt at man vil ha samarbeid, så er det et mål man arbeider mot uansett hvordan avdelingen styres. Men det blir mer hvordan man påvirker hvordan det skal være, og hvordan det er å jobbe der og hvordan man blir gitt oppgaver, hvordan man kan påvirke egen arbeidshverdag

Hvordan gir dette utslag

Nei det er vanskelig å si, jeg tror kanskje det største forskjellen slik jeg ser det det er hva man får med seg av all kommunikasjon som foregår i avdelingen. Det er masse internkommunikasjon som foregår på koreansk som jeg ikke får med meg. Jeg tror nok de lokale har ørene litt åpne for alt som skjer, og kanskje av den grunn så er det mer sånn type kommunikasjon kanskje i min avdeling. Mer åpen kommunikasjon også, jeg velger å tro det er positivt. Man kan diskutere faglige ting fordi man trenger ikke å være bekymret for at man viser faglige svakheter for lederen.

Ser man det på for eksempel performance indikatorer at team som er styrt mer autoritært presterer bedre eller dårligere enn de som er mer demokratiske?

Mm, nei jeg tror ikke det. Det ser ut som at det er et uavhengig. Du har både team med lokale ledere og team med for eksempel mitt team som presterer bra, og kanskje like bra. Jeg vet ikke jeg. Det er ikke så lett å måle arbeidsbelastning i ulike kompetanseområder for det du skal kunne og vite kan variere litt, noen oppgaver er kompliserte og langvarige, mens andre er enkle men mer repetitive.

Er det noen forskjell på om du spør, i det her hvordan tilløper autoritær lederstil mtp kompleksitet vs repetitive

Det blir ikke brukt bevist, slik at man setter. Hvis man antar at en koreansk leder vil være mer autoritær så er det ikke slik at man velger å sette en koreansk leder i en gruppe som har en mer repetitiv oppgave, det blir ikke brukt bevist på den måten. Jeg prøver å tilpasse litt krav og lederstil til de oppgavene som skal utføres slik at

om det er noe som er kjedelig eller repetitivt så prøver jeg å sette litt tidsfrister eller krav til utførelse slik at man ser at det faktisk blir gjort. Men for kompliserte ting så må man ta en litt mer rådgivende rolle

Men slik kontekstbasert ledelse er litt[litt om det] en som har en autoritære rolle, klarer dem å tilpasse seg når det er høy kompleksitet.

Ja, jeg

Ser man at det er mer feil eller noe i den typen prosjekter'

Jeg vet ikke om jeg ser mer feil, men jeg tror at det er en oppfatning om at der det er en lokal leder så er det vanskeligere å komme til lederen med spørsmål. Det er kanskje litt mindre grad av delegering samtidig, slik at en del av de lokale lederene følger opp like lett og kan kommunisere med kundene på telefon og slike til, så tar de kanskje flere av de jobbene selv. Å være en single point of contact ovenfor kunden, mens hos meg så ser jeg at det kanskje er bedre håndtert om folk kan gjøre det selv, og så får jeg en tilbakemelding om hva som skjer, men det er ikke slikt at jeg vil ta beslutningen i en hver sammenheng. De kan håndtere situasjonen

Grunne til at jeg spør: Slik som en marinejeger opplever ekstremt mye endring, han må være flink [mer om marinejegere] Har du noen eksempler som viser at kontekstbasert ledelse er bra

Jeg har ikke noe eksempel som «beviser» noe, men jeg får tilbakemelding fra kolleger som synes det er fint og blir motivert av det. Både til å dele erfaringer og være villige til å bidra, og å komme med spørsmål. Og at grunnen til at de sier det til meg er kanskje et uttrykk for at det er annerledes andre steder og med andre ledere. Men det er vanskelig å måle det på ytelse fordi at

Ting henger jo sammen

Ja og du får liksom ikke sett det, uten å veksle litt. Se at det fungerer greit og så bytte ut lederen og se hva som skjer

Det gjør man jo ikke i praksis

Og så vil det jo være mange ting som spiller inn, det må jo bli godtatt også. Om du bare en mild leder som ikke greier å veksle, men bare er snill og grei, så kan det jo bli brukt mot deg eller det kan hende det bare flyter ut. Jeg har også erfaring fra militæret og der hadde jeg en lederstil som var slik at, jeg sa at hvis ting ikke hastet veldig så kan vi godt være kompis, men når ting står hardt på så er det jeg som er sjefen, og det greide folk å håndtere. Så når det var driller og sånne ting så var det sånn kjapp kjapp, mens med andre ting kunne folk komme med innspill og gjøre ting på egen måte. Da kunne jeg bare lede på den måten, det varierer litt etter situasjon, det tror jeg er lurt.

Jeg vil gå tilbake til språk. Jeg lurer på om dor eksempel om det er noen lokale som snakker på koreansk, når skifter de til engelsk basert på om det kommer noen andre.. Altså er det slikt at om du kommer bort så skifter de til engelsk selv om de ikke skal si noe direkte til deg eller bytter de bare om de skal si noe direkte til deg.

Jeg tror kanskje at det av og til har noen samtaler som jeg burde være en del av, eller de synes ikke det. Dersom jeg kommer om sier hei, så kanskje de fortsetter ferdig på koreansk, så er det hvis det er en sosial sammenheng hvor jeg også åer med så switcher de automatisk til engelsk. Det varierer mellom personer også, noen er veldig observante på det, mens andre er mer slik, bare fortsetter på sitt eget språk til jeg kanskje sier noe eller. Ja.

Det er litt slik forskjellig. Nå vet ikke jeg hvordan det er med lunsj, sitter man blandet og snakker engelsk eller er det mye samtale som går på ente norsk eller koreansk. Jeg veksler litt mellom å spise med avdelingen, eller med noen utlendinger. Fordi avdelingen er stor blir vi ofte spredt over to bord. Der jeg sitter går praten stort sett på engelsk, mens der det er bare koreanere så blir det på koreansk.

En som nevnte at nordmenn er litt oppdradd på at man skal snakke engelsk når det er en utlending i rommet, for å inkludere dem, det ser vi på NTNU når vi har en fra vietnam og 2-3 fra usa, samtalen på gangen skal helst

gå på engelsk for å inkludere, opplever du at den holdningen er lik fra koreansk side. At man er bevist på det for å inkludere. Det er jo et kollektivt samfunn.

Ja, ...

Det er jo litt språkbarriere for oss også, spesielt med han amerikaneren

Det var en norsk kollega som flyttet til london nettom som gikk fra å være en leder her, og den som var best språklig, til å være den som var klart dårligst og hadde problemer med å uttrykke seg. Men den kollektive biten, jeg synes koreanere er vel så flinke som nordmenn til å snakke engelsk. Jeg synes jeg har opplevd i kantinen på høvik at folk kanskje er mindre flinke der til å kjøre samtalen på engelsk om det er utlendinger. Det går fort over til norsk.

Tror du det har med at det er et kontor grunnlagt av lokale, mens her er det grunnlagt av utlendinger.

Jaa.. det er noe en følelse her for at man er et internasjonalt firma, og så er det kanskje en slags, det kan være en hierarki forhold også at de fleste utlendingene som er her har lederstillinger og kanskje på grunn av det så er det litt mer viktig å vise høflighet for de utlendingene som er her. Jeg synes folk stort sett er flinke, og i møter med verftene for eksempel hvor vi har med både lokale og expats herfra så kjører vi på engelsk, men om det er noe vanskelig som må diskuteres så er det lett å skifte til koreansk for å få litt mer presisjon på akkurat det temaet. Det fungerer greit.

Slik er det litt i norge også, man har kanskje behov for å diskutere vanskelige ting på norsk.

[fyll ut spgr]

[diskusjon om selvpoppofrende vs selvmedlidende]

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Expert	Okpo	49 min

### Transcript

Kan du si litt om hva som hvilke fag du og hva du jobber med nå.

Jeg havnet her borte fordi de ønsket å få hjelp med prosjektledelse på Mariner, som er et stort og spesielt prosjekt som skal være på engelsk sektor, og på engelsk sektor er det litt spesielle krav. Så, jeg reiste her etter. Før vi reiser bort får vi jo kurs i kulturforståelse. Det lærer vi jo kanskje at, det er kanskje vi nordmenn som er mest merkelige. Altså jeg leder en gjeng som foreløpig består av fire stykker da. Tre fra, tre koreanere og en fra indonesia. Og jeg rapporterer til hovedprosjektledelsen vår som sitter i London. Der er det hovedsakelig Briter men også noen Indere. Ellers til daglig har jeg mest kontakt med staten sitt team her, som består av en blanding av briter og koreanere og nordmenn.

Så det er utsatt for ganske mye eller

Ja, så det med å kunne og samarbeide på en god måte det er alpha og omega.

Hvor lenge har du vært her nå

9mnd

9mnd ja, hva føler du du sitter igjen med, hva har du lært på de

Hvis det er noe jeg har lært, så er det det at folk er mye mindre forskjellige en det vi har lett for å tro. Det kan hende at det er vi i Norge som er mest forskjellige

Ja kanskje det.

Kjetil: På hvilken måte da, er det noe vi nordmenn er mest annerledes på.

Vi tror jo i norge tror vi jo at vi har en veldig uautoritær stil og lite etikette. At vi liksom ikke er så nøye på det. I andre land er det mer vanlig å snakke ned til de under deg. Hvis du gjer det til en normdmann blir han mye fortere fornermet enn en person fra england eller ellr tyskland eller en fra asia. Så vi tror kanskje at vi ikke er så nøye på det vi som kommer fra norge fordi vi har ikke så mye hierarki, men den som er situasjonen, de vi representerer er mye mer komplekst. Og det er mye vanskeligere stort sett å lede nordmenn enn å lede folk her.

Skaper det konflikter når nordmenn rapporterer til koreanere for eksempel

Nei, for koreanerene har en veldig fin og høflig måte å kommunisere, så de vil normalt aldri si noe som virker støtende for en norsk arbeidstaker. Det er nok mye vanskeligere å ha en sjef fra usa eller england. Jeg har jo en koreansk sjef her, så i nivået over der er det en kar fra kroatia og over der er det en fra korea igjen og over det er det vel en norsk

Ja, kordan, har du mye kontakt direkte med for eksempel, men de som er for eksempel to hakk over

Ja

Så du trenger liksom ikke følge hierarkiet i DNV

Nei det er veldig mye daglig kontakt. Veritas er jo egentlig en veldig åpen organisasjon. Og også en organisasjon hvor alle er vant med det multikulturelle arbeidsmiljøet. Dere har kanskje sett det, den blandingen av folk som er her. Det er kanskje halvparten koreanere og resten alt mulig rart

Det virket som det var flere nordmenn i busan kontoret og mer alt mulig her ute.

Her er vi jo bare fire norske, en dansk og en del grekere og kroatere og russese og indonesia malaysia vietnam, india.

Så dere har en ganske annerledes situasjon her enn i busan kontoret.

Kanskje, vi er også mye nærmere på kundene våre ute på verft og skibseiere

K: Ja der er vel kanskje situasjonen litt annerledes, eller er det samme miksen der av nasjonaliteter og..

Det vil, akkurat på mitt prosjekt er jo det veldig mange nordmenn. Men på mange av de andre prosjektene er det som regel en god blanding av veldig mange ulike nasjonaliteter. Det blir et slikt internasjonalt miljø. Det derfor jeg sier slik at forskjellen er kanskje mye mindre enn det vi tror.

K: Men den kulturen som er her er det slik i DNV at det er veldig åpent og slikt. Er det noe du finner igjen for eksempel på verftene, eller eierene og den slags

Det klart at staten som sitter her borte med flere hundre folk, de en stor gruppe nordmenn, de er jo mer en omgangskrets fra nordmenn i et norsk firma i Korea, mens vi som er her er noen få nordmenn som jobber i DNV Korea, som jo er et Koreansk firma med mye større innslag med folk fra andre plasser. Miljøet er veldig annerledes

Hva er liksom, hva er forskjellene, kan du sette fingeren på hva som er annerledes med slik som det er her kontra slik de har det der

Det forsto jeg ikke helt

Altså du ser det blir veldig annerledes fordi det blir en veldig slik norsk

Ja sant, det med det sosiale liv, de henger mer sammen utenfor arbeid ikke sant. De snakker norsk i lunsjen, det gjør vanligvis ikke vi.

Hvordan påvirker det arbeidet tror du?

Jeg tror at det hos oss da, så i rom av vi er få nordmenn blant de mange, så er jo vi nødt til å respektere de kulturene som er her og akseptere at det er vi som må tilpasse oss og ikke forvente at det er andre som skal tilpasse seg oss. Mens hvis du er en stor gruppe med nordmenn så har du kanskje lettere for å

Vi har i denne, vi laget et rammeverk i fjor, som går litt i akkurat det som du snakker om nå, hvem som tilpasser seg hvem. Du har liksom en kontekst på verftene der vi jobber, og så har du på en måte de som er utenfra og de som er lokale. De påvirker hverandre sin kontekst, på en måte. Den konteksten stiller ulike krav til dem og noen må på en måte tilpasse seg. Og så er litt interressant å se på om det er de lokale som må tilpasse seg til de som kommer utenfra eller om det er de utenfra som tilpasse seg de lokale sin måte å være på. Og der er det en ting som vi lurer på, hvordan skjer dette. Da er det kanskje en liten hypotese at de i Statoil ikke trenger å tilpasse seg så mye, mens dere har lettere for å

Vi tilpasser oss sikkert mye mer, og samtidig så er det jo slik at våre lokale koreanske ansatte her, de er jo selv om det er et lokalt firma, så er de ansatt i et firma som har et morselskap i Norge, de også er jo vant med å jobbe med veldig mange nasjonaliteter. Veldig mange av dem har vært på kurs i Oslo og har jevnlig samhandling med folk i Oslo og i andre deler av verden, så jeg tror nok kanskje at de lokale her, er mer internasjonalt orientert enn kanskje de lokale som jobber på verftet. Selv om de også selvfølgelig er veldig vant med å ha expater og utlendinger rundt seg

Men det er liksom ikke like tett kanskje

Nei og det er jo klart av vi merker kanskje at det er en veldig fin tone mellom alle her på kontoret uansett hvor de kommer fra. Og det er ingensom bryr seg om forskjellene og noen ikke skal spise grisekjøtt og noen ikke skal spise biff, så gjør alle som de synes er rett for seg selv, uten at noen egentlig tenker på det

K: Men når du sier at de er mer internasjonalt tilpasset her i DNV da, men har du hørt eller sett noe med verftene altså med de andre selskapene er det en annen tilnærming der

Nær det har ikke jeg sett nok

Merker du en stor forskjell på det å samhandle og kommunisere med for eksempel noen i DNV som har veldig internasjonal innstilling kontra de som du samhandler med i verftene som kanskje ikke har det

Ja det er klart at i og med at de forstår europeere bedre så er det kanskje lettere for dem å være tydelige på om de er enige eller ikke

Ok, kan du utdype litt mer om akkurat det, hvordan fungerer det

Nei det klart at i Asia så er det folk har en mye høfligere omgangstone en det vi har i vesten, og det kan bli, å si nei jeg er ikke enig i det vil de si på en måte som du kan oppfatte som at de er enige

Hvordan da for eksempel

Nei det er, det kan gå på «yes, eg vil prøve å hjelpe deg» mens det betyr ikke at du har rett. Mens de som er vant med å jobbe med folk fra europa kan være mye tydeligere på det.

Men hvis to koreane snakker med hverandre, og han sier ja jeg skal hjelpe deg skjønner de da at.

Nå forstår ikke jeg språket her, men jeg går utfra at de kjenner hverandre

Så de tar liksom de hintene

Ja, som vi kanskje ikke ser

K: Vet du om det er språklig slik at de ordrett kan skjønne det, eller er det andre kroppsspråk og ansiktsuttrykk

Det vet jeg ikke, men så det er jo viktig å skjekke at det du har formidlet har blitt forstått.

K: Hvordan gjør du det da

Da må du nesten se at det blir gjort slik da, ellers må du be folk om å i stedet for å si «kan du gjøre det» I stedet for å vente på et «Yes, sir» så kan du be om en bekreftelse på hva de har tenkt å gjøre så kan du se at de har forstått

Er det noe som dere gjør bevisst, å be om slike

Du blir litt vant med det egentlig.

Så er en del av måten, tror du det er noe som alle gjør, at

Nei, det våger jeg ikke som om andre gjør det slikt, men det fungerer jo greit her og man må nesten gjøre litt slik.

Er det no som man kunne fokusert på for å forbedre effektivitet

For å få god kommunikasjon så må man være obs på det, men det viktigste er å tilpasse seg den høflige og fine omgangstone, og respekten man møter andre med.

De som gjerne, altså hvis du er veldig brautete eller uhøflig her, gjør det at du ikke får gehør

Da tror jeg du får lite kommunikasjon tilbake, så da fungerer det ikke.

Nei, er det noen problemer med det

Nei ikke på mitt team, men møter der det blir bare kjeft og bråk, da blir det ikke noe resultat

Er det noen andre, hvordan tror du nordmenn håndterer dette kontra en engelskmann eller en amerikaner



Jeg tror at vi nordmenn stort sett er ganske flinke til det, i og med at den norske lederstilen ikke er så autoritær så vil du ikke være så brautete, men samtidig kan du bli mindre tydelig, så da må du være obs på at du er tydelig samtidig

Føler du at det er en balansegang

Ja det vil jo alltid være det.

Ok, hvordan. Norske og koreanske ledere, i forhold til prioriteringer. Føler du vi har samme briller for hva vi ser på som effektivt og bra

Ja det tror jeg nok

Hvordan da

Ja jeg merker ingen forskjell på det. Jeg tror at individuelle forskjeller er større enn forskjeller på grunn av kulturbakgrunn.

Men hvordan, med oppfattelse av tid, er det det samme for nordmenn og koreanere. Når ting skal være ferdig og hvilke prioriteringer man gjør for å få det til

Nå har jo vi i og med at vi er en bedrift som kontrollerer arbeidet som andre gjør, så påvirker vi fremdriften veldig lite. Så det er ikke så veldig viktig for oss

K: dere har vel noen frister dere også

Det er veldig lite vi kan gjøre før verftet og eier har blitt enige, det er sjelden vi er flaskehalsen

Så er der hovedsakelig inne i kommisjonering fasen

Ja hele veien, men vi har en kontrollfunksjon, en auditering revisjon, men det er klart at den holdningen til å være akkurat når møter begynner og slikt. Den er jo ikke lik i, da er vi kanskje mer presise i Norge

Enn her? Ok.

Det kan godt hende at 5-10 min etterpå er regnet som helt greit, i Norge er det ikke så greit, i Tyskland er det jo forferdelig at man er for sen

K: I Japan også, der så var det turguide som var helt forferdelig når vi var to minutt for sent tilbake til bussen. Vi trodde kanskje det var stor punktlighet her i Korea.

Det er ikke noe slikt at det er noe problem, men

K: 5-10 min

Vi tror jo at vi ofte er flinke til det i Norge

Skal vi se, du snakket om kulturoppplæring, kan du si noe mer om hva det gikk ut på

Et kurs da, er arrangert eksternt. Heter ACS eller noe slikt. Men det gikk jo på, man fokuserte veldig på å forstå hvordan vi selv er, nordmenn før vi reiste ut. Det hjelper deg jo i, hvis du ikke vet hvordan du selv skiller deg ut så vet du ikke hvilke problemer du selv kan forusake. Så det var et veldig godt kurs, jeg kan sjekke hvem som holder det kurset, det er et eksternt firma som driver med bare det

Var det et kurs som var skreddersydd for korea eller var det et mer generelt kurs

Nei det var ikke skreddersydd for Korea

Hadde dere da noe som var skreddersydd etter at dere kom til Korea

Nei

Hvordan er det når du kommer hit, blir du. Er det noe som dere prater om, hvordan er det i Korea, hvordan er kulturen

Klart at i og med at så mye av aktiviteten i Veritas, og vi har vært her i mange år. Det er mange kolleger som har vært her i mange år og mange koreanere som har vært i Norge, og vi var jo så heldig før vi reiste ned at vi besøkte en nordmann som er gift med en koreansk, og vi fikk se litt hvordan ting er og hvordan maten smaker. Vi fikk høre litt før vi dro ned.

Føler du det er viktig for å jobbe effektivt som en expat, eller som utlending, hvor viktig er det som er utenfor jobb i forhold til mat, og det å ha venner eller,

Du må jo ha alt det, når du skal være så lenge som to år

ER det lett i korea

Her i okpo er det veldig lett, det er en veldig multinasjonal by, og hvis du vil ha en norsk middag kan du gå i sjømannskirken på torsdag og det er risgrøt på lørdag. Det er en sosial møteplass for nordmenn det også

Er det er sterkt norsk miljø, er det mange som holder seg innenfor det norske miljøet

Det vet jeg ikke, men det er jo sikkert en 6-700 nordmenn her. Jeg vet ikke hvor mange som bor her totalt, men det er ikke så stor, men det bor mange i hver blokk

Det ser ikke så stor ut

Det er jo 40000 som jobber på verftet, så totalt er det kanskje 100000

K: Det du sa det kurset, det gikk jo ikke direkte på Korea, men hva var det viktigste du lærte der, og er det noe du har dratt med deg videre mens du har vært her?

Den var en veldig flink professor som snakket om hvorfor vi nordmenn har blitt så spesielle så er, for faktisk så er den norske urkulturen veldig forskjellig fra all annen europeisk kultur. Vi er veldig individualister, og folk er vant med å klare seg selv. De fleste land hadde jo en godsherre eller en baron eller no slikt som bestemte alt, mens i norge var vi stort sett alle fri mann som satt på hver sitt nes, og det sitter i oss fortsatt. Vi hadde ingen adel ingenting overklasse, og veldig slik flat. OG det er ikke det som er vanlig i verden. Vi har mye større forventning om rettferdighet og likebehandling i norge enn forventningen er ander steder, så det må vi være obs på.

Da er det liksom noen som må tilpasse seg føler jeg når vi drar andre steder. Må vi da gi slipp på det, eller skal vi kreve at

Nei vi må nok gi slipp på det. Når vi går på hotell og det kommer en slik pikkolo og vil ta kofferten din. Så tror vi nordmenn at vi er skikkelig ok om vi tar den selv, men alle rundt det føler at du er en kjøp skit som ikke vil la den pikkoloen bære den og kjene noen kroner. Så oppfatter du deg som noe og så oppfatter alle andre no annet

Ja det er litt artig, vi er nesten formet av geografien vår

Ja vi er det og kanskje mer enn noen andre land. Det er derfor jeg sier at vi kanskje er de rareste.

Hvor stor grad tror du at forholdet mellom de ulike gruppene her, ikke bare i DV men også generelt blir formet av stereotoper og fordommer mellom grupper

Det merker jeg ingenting til her på kontoret, ikke i.

Hva med utenom

Det kan jeg ikke uttale meg om, du ser ikke på folk hvordan de tenker,

Nei du gjør jo ikke det

Jeg tror kanskje det er mange nordmenn som har lest for mye norske aviser og, det har jo et slikt skremmebilde av en del om utlandet. Kanskje har noen forbehold mot forlk av andre religioner og slikt, mens det etter min oppfatning bare er tøys.

Tror folk hadde hatt godt av å bo noen år i utlandet generelt

Ja, så vi har jo folk her, fra alle de landene vi boikotter. Og de er jo hyggelige folk

Hvordan det, spiller det noen rolle hva som er i nyhetene. Dersom det er konflikt mellom land og det er folk her fra begge landene

Vi har jo kollegger fra russland og ukraina her og det går jo ut og drikker øl, og vi har folk fra iran og de er kjempetriverlige folk. Folk er opptatt av det samme egentlig.

PRAT OM SPGR UTFYLLING AV SKJEMA

Start fra 34:17

Drar det ofte ut på middager med enten eieren eller verftet.

Kan være det

Er det knyttet til noe spesielt

Nei, vi prøver å invitere eier ut av og til. Og så har vi månedlig slik månedspils dag. Det er jo hyggelig, da treffer du alle og holder sammen og prater litt. Og så som jeg nevnte i går så er det disse treffstedene hvor du vet at du treffer landsmenn stort sett. De har sine sammpuber og. Så du kan jo oppsøke dem bevisst for å skaffe deg kontakter.

Er det mange som har en minglestrategi tror du

Nei, spesielt, det er en fin måte og bli kjent med dem du skal jobbe med hos eieren, når du har passert 50 så orker du ikke å gå ut så mange ganger i uken. Det er ikke så sunt heller

Er det viktigere å ha god relasjon med eieren enn verftet

Ja, lojaliteten må jo være størst til din egen arbeidsgiver

Ja det er jo de som betaler gildet

Men du må jo pleie et godt kundeforhold, det er jo enormt viktig for din arbeidsgiver, men vi har jo en jobb som kontrollinstans, og det vil jo ikke alltid være at vi har samme syn som de vi kontrollerer, og da må vi ofrvente å ha ryggdekning fra våre egne, uansett om vi er enig eller uenig med klienten. Det er klart at etter mange år i en slik jobb, så lærer du at der de fleste jobber ut mot kunde og du kommer om bord i et skip eller en platform og etterpå skal fortelle hva som er galt hos dem, og så skal du gjøre det på en måte som gjør at de takker deg og ønsker å være kunde, så lærer du etter hvert en god måte å kommunisere på

Ja for det høres jo i utgangspunktet ut som en krevende oppgave

Ja men det er jo slik de er vant med å jobbe de flestse kollegaene her, så derfor går nok sammarbeide, det er jo personer med ganske gode sosiale ferdigheter som kan ha en slik jobb, de som sitter i Busan er mye mer skjermet for det for de sitter og godkjenner tegner, de gjemmer seg bak oss egentlig

Kan ta det på epost

Ja

En ting de har snakket om er at det kan være vanskelig å gi tilbakemelding, for eksempel hvis de ser på en tegning og så har de funnet noe galt på den tegningen, og så sender det tilbake til den som har laget den, som

gjærne er en person p  samme niv  som dem selv, s  er det ikke alltid det blir plukka opp p , s  i visse tilfeller m  man g  til sjefen f r det blir gjort noen endringer, merker dere det samme her?

Nei

Hvordan, hva tror du er  rsaken til at det er en forskjell

De sender en email, mens vi st r og snakker direkte med folk

Hvordan er det med, tar man det direkte med den som st r der og jobber,

Nei du tar det med den som er over, du plager ikke arbeidsmannen.

For det er kanskje  rsaken, noen ganger sa de at de m tte g  til enda en sjef over det igjen f r det skjedde noe, hvis det var noe galt p  en tegning til noe som det allerede var begynt   bygge p .

Ja, nei men vi kan ikke snakke med en enkelt sveiser, det er ikke sikkert han kan engelsk en gang, s  vi snakker selvf lgelig med en inspekt r til verftet eller eieren.

Da er det en person, du vet alltid hvem

Nei det pleier   g  fint det, de pleier   gripe fatt i deg. Det er jo viljesterke og kompetente folk det ogs , s  dersom de er uenige s  kan de si ganske sterkt ifra om det ogs 

K: hvordan er det med beslutningstaking, er det noen forskjell p  nordmenn gjene og koreanere der.

Egentlig ikke, jeg tror individuelle forskjeller er mye st rre

Det vi har h rt f r er at koreanere, de mente at koreanerene hadde lettere for   bare ta en beslutning, mens nordmenn ville g    diskutere det med noen f rst

Ja det har med det dder management by konsensus som er typisk norsk, men det er en lederstil, jeg tror ikke en typisk norsk ingeni r har noe st rre problemer med   ta en beslutning om slik og slik m  det v re. Det har kanskje noe med m ten   legge det frem p  «er dere ikke enige i det», men det betyr kanskje ikke at han har tenkt   gi seg p  det likevel

K: men, slik det ble oppfattet av koreanerene som mindre effektivt

Ja litt utydelig, ikke bare av koreanere, men av alle andre land

Ja den delen som gjelder kommunikasjon p  overflaten som er ganske annerledes, mens grunnleggende er det mer likt. Det er veldig vanskelig   sortere hva som er hva og hvor det kommer fra.

Men, jeg vil si det kurset som vi gikk p  i norge det var veldig godt, for   l re hvordan man er selv m  v re utgangspunktet for   kunne kommunisere effektivt med andre. De heter ASC.

Vi m  se om vi kan finne det

Ellers har jeg epost fra dem. S  dere burde f tt tatt det kurset.

K: Kunnskapsdeling, hvordan fungerer det i DNV, vi har f tt en del om det, ogs  de formelle systemene, dette med 70-20-10, kjenner du til det

Ja jeg kjenner til det, det er l ringsteorien, 10% kurs 20% oppl ring og s  er det. Det m ttet som var f r dere kom inn, det er slik vi har ukentlig m te med at alle surveyerene har et presentasjonsprosjekt, hvor en av oss presenterer et eller to. Noe om faget som alle skal plukke opp, og det gj r de p  den andre avdelingen ogs , og vi kan g  p  hverandres m ter .

K: Blir det som dere deler her ogs  delt med resten av organisasjonen

Ja vi har krav p  oss at vi s  og s  ofte skal ha samlinger for besiktigelsesmenn,

K: Hva er hyppigheten

Før var det annenhvert år, i Norge stort sett, så blir det samlet ca 100 stykker i et par dager så går vi gjennom

Hva slags tema

Det kan være nye regler for SOLAS, og piratangrep, og nye sveiseregler. Alt slags faglige ting

K: Er det hyppig nok?

Jeg tror de har redusert det nå, så nå er det ikke krav om så ofte lenger

K: men når det er store endringer

Da må vi ha tilleggsmøter og, veldig mye på vårt eget intranett, så er det månedlige oppdateringer og newletter, vi drukner i slikt, så du må sile ut det som er relevant for ditt fagområde

Hvor lang ferie kan du ta før du må læres opp på nytt når du kommer tilbake? Det går kanskje litt fortere når du har vært med før.

Nei men det kommer nye ting hele tiden, så du er nødt til å følge med. OG så tar det litt tid å komme i gang igjen

Men er det slik at det er presentasjoner, og så leser man seg mye opp på egen hånd

Hvis jeg skal tilbake om 1,5 år med plattformer som er i drift igjen, så har vi sikkert fått et nytt datarapporteringsverktøy i mellomtiden, i alle fall har de revidert det de hadde to tre ganger. Så det er litt slikt.

K: Men mer småting, en ting er nye standarder, men om dere oppdager noe nytt, en god løsning på et eller annet, hvordan spres det i organisasjonen

Vi har et erfaringsoverføringsskjema som er ganske lett å levere inn sentralt, så blir det plukket opp og kan føre til nye interne instruksjoner

Har du noen eksempler

Det kan være en arbeidsprosess, som er tungvinn og noen foreslår en bedre måte. Det kan være noe som har funnet at en spesiell type lager bør sjekkes oftere, det kan være nesten hva som helst, både teknisk og organisasjonsmessig, om ikke organisasjonsmessig så i alle fall arbeidsprosesser.

K: Har du sendt inn noe

Ja

K: Kom det da ut til kollegaene dine

Det ble nye arbeidsprosesser.

K: ER det bare du, eller må flere levere inn

Nei det forutsetter jo at det blir en enighet med noen som har myndighet til å ta beslutninger, så det blir sikkert noen runder i Oslo på det

K: Men det virker jo som det fungerer,

Men det kan jo hende du må sloss litt for å få det gjennom.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Manager	Okpo	36 min

### Transcript

Kan du fortelle litt om hva som er din arbeidshverdag?

For tiden så er jeg prosjektleder på verdens første gassproduksjonsskip

Ja, den har vi sett på i dag.

Du kommer jo ikke om bord der da

Nei, vi så den fra utsiden

Det betyr da at det er en del papirarbeid og administrativt arbeid relatert til det. Og så er det også å jobbe sammen i team for å gjøre jobben. Inspeksjoner og sånn. I vårt team så er det to som er permanent tilhørt teamet i tillegg til meg. Det er Zurich Wiechenman som er fra Malaysia. Det var et krav fra rederiet at de skulle ha en fra Malaysia på teamet. Og så er det en fra Tyrkia som er.. hun har ikke vært så veldig lenge på prosjektet da. Og så har det vært tre Koreanere involvert i prosjektet. Men de er ikke så veldig involvert nå. Eller ene er litt involvert nå. Men de to andre er ikke involvert i det hele tatt. Så er det en fra Russland også som var involvert.

Og det er de som du jobber tett med?

Ja. Men for øyeblikket er det stort sett bare to som er på teamet da. Det er hun som er fra Tyrkia – hun er på ferie nå. Eller ferie og ferie – det er sånn neseoperasjon egentlig.

Da styrer du skuten selv?

Ja, nå har jeg vært på ferie en uke så... Så da er det Zurich som har kjørt løpet da.

Hvordan merker du noen forskjell på hvor folk er fra. Hvordan de er å jobbe med?

Ja det gjør jeg jo. Jeg har jobbet med såpass mange kulturer at du merker forskjellen på kulturer. Så det er jo på en måte å prøve å forstå og være i et sånn modus at du prøver å forstå andre kulturer. Du leser – du prøver å forstå hvordan de fungerer. Det er mer viktig når du er linjeleder som jeg har også vært i ganske lang tid. Mer enn 15 år i veritas. Mer enn 15 år. Når du jobber i internasjonale kulturer er det viktig å forstå hvordan folk tenker.

Hvilke type ting er det det går i da – disse forskjellene?

Det er på reaksjonsmønstre og hvordan de oppfatter deg som person. Hvordan oppfatter de arbeidsoppgavene de er tillagt.

Hvordan er det her? Korea

Mi9tt inntrykk er at Korea er ganske likt Norge på mange måter.

Interessant at du sier det. Han professoren vår har forsket litt på det og da har liksom hypotesen var at Norge og USA kom til å være veldig like men det viste seg at Norge og korea var mye mer like enn noen av de var til USA.

Jeg har jo jobbet i både USA og i Vietnam som jeg syntes var veldig forskjellig. Og Japan som også veldig forskjellig. Veldig forskjellig Japan og Korea for eksempel. Så jeg føler på en måte at koreanere er mer lik oss enn mange kulturer. På en annen måte så er det jo sånn at det er et mye større hierarkisk system her i korea

enn det er i Norge. Og det er veldig aldersbetont egentlig. Den eldre garde har mye høyere terskel på det enn den yngre garde har.

Mener du da at de yngre har mer respekt for de eldre eller at de eldre fortsatt er inne i den hierarkiske tankegangen.

Begge deler.

Så da har du at de eldre forventer mye respekt da?

Ja. Og de får jo også mer respekt da. Men samfunnet her forandrer seg da. Så de gamle tradisjonene er litt mer sånn ikke så sterke som de... De er blitt mer lik oss – mer sånn individualistisk – den yngre garde her – sammenliknet med den eldre som var mye mer knyttet til koreansk kultur. Men du ser jo det at når det kommer til sånn selskap og kultur og sånn så er det fortsatt der. Men i jobbsammenheng som vårt firma så er ikke de så veldig forskjellig fra oss – de er mye mer lik enn de var den gangen for 20-30 år siden.

Gjelder det spesielt DNV eller ser du det andre steder også.

Du ser jo at samfunnet forandrer seg her. Veldig mye i forhold til hvordan det var før. Der folk blir mer individualistiske nå enn de var for 30 år siden – 20-30 år siden.

Du sa at du oppfatter nordmenn og koreanerne som mer like enn nordmenn og ganske mange andre. Hva er de likhetene du ser?

Verdier og åpenhet om ting.

Hvilke verdier da?

Mere sånn individualistiske og sånn da. Og mere – lettere for å åpne seg og fortelle meningene sine. Mere enn hva en XXXXXXX. De dekker ikke over ting altså – de sier ting sånn som de mener. Ærlighet. Men så har du jo på en måte litt mer sånn – hva skal jeg si – de blir litt fortere sint enn nordmenn tror jeg. Litt mer sånn...

Temperament?

Ja litt mer sånn... Jeg er jo gift koreansk da.

Snakker du koreansk?

Nei, jeg snakker med taxisjåføren, men.. Jeg forstår hva de snakker om stort sett. Men jeg klarer ikke føre en skikkelig samtale.

Vanskelig språk? Det er litt sånn at når jeg har kommet hit så er det for 3 år – 2-3 år. Så har jeg tenkt at jeg skal jo snart dra igjen. Ikke så veldig viktig å lære språket. Forrige gang endte jeg opp har ganske lenge. Vi har ikke tenkt å være her så lenge.

Vi får litt ulike signaler på hvor viktig det er med personlige forhold utenom jobben for å få ting gjort her. Hva er ditt syn på den saken?

Jeg vet ikke. Sånn for mitt prosjektet så har det ikke så stor betydning da. Som leder og selger av tjenester så tror jeg det er viktig.

Så det er litt mindre viktig for dere pga den type jobb dere gjør?

Sånn teknisk... som sagt det kommer mye an på den jobbsituasjonen du er i. Det er klart at det er...de lokale de får jo et annet signal enn det vi får da – ofte. Det blir jo på en måte litt sånn dekket til da for oss enkelte ting. De er ikke så direkte til oss av og till som de vil være til sine egne.

De er direkte men samtidig litt reservert?

Ja

Hva er det som skaper skillet?

Der kommer jo dette med at du har et nært forhold til de da. De blir jo åpnere når du kommer nærmere til de da. Men det er viktigere hvis du liksom er i en situasjon der du skal selge til de og ha et nært forhold til de. Fordi de vil jo forvente andre ting fra oss enn de vil forvente fra en koreaner da. De vil jo ikke tenke at vi forstår det en koreaner forstår.

Hvilket syn har de på oss?

Jeg tror de har et OK syn – i alle fall dette verkstedet her har et veldig ok syn på vårt samfunn – norsk samfunn.

Vet de mye om det? Har de mye tanker om det tror du?

Nei. Ikke sånn som land men personer som de opplever ja. Vi er jo litt spesielt forhold i dette verkstedet her da. Den gang de bygde opp dette verkstedet for 35 år siden så var jo veritas veldig sterkt inne og hjalp de med å bygge opp hele verkstedet. Så vi hadde folk fra design og produksjon som hjalp de til å bygge opp detteverkstedet til den.. Så det har jo historier og... Det er lettere for oss på dette verkstedet her basert på det da. Fo det er en del eldre folk her som husker den perioden. Enn det er for eksempel på Hyundai der det var Lloyd som gjorde det samme som vi gjorde.

Så Lloyd sitt kontor er større i Ulsan?

Nei det henger jo sammen med hvilke rederier som bestiller båter da. Og hvilke kundegrupper. Mens jeg var i Ulsan da husker jeg da hadde vi jo 70-80% av skipsbyggingen der da. Det var i 93-95.

Er det like god andel nå?

Nei det var jo ikke... det er jo ikke nødvendigvis noe fordel å ha så mye. Du får liksom ikke noe sammenlikningsgrunnlag. Så da var vi jo i den situasjonen at alt som gikk galt var vår feil. Så det er ikke noe særlig fordel å være i den situasjonen. Da var det jo han ola jakob libekk...de bestilte jo 20 båter der...som skulle leveres..og så pluss masse andre prosjekter i tillegg. Da var vi store der.

Hvor stor grad tror du at samhandling på tvers av nasjonaliteter eller bakgrunn blir påvirket av stereotyper og fordommer mellom grupper? Ikke nødvendigvis bare DNV men for verftene generelt.

Jeg forstår ikke spørsmålet ditt.

Blir det sånn vi og dem følelser?

Nei når du ser på dette kontoret her så er jo flesteparten koreanere men det er jo utrolig mange nasjonaliteter her så de får jo en miks da.

Tror du det blir mindre av det at det på en måte... hvis det kun var 50 nordmenn og 50 koreanere tror du det hadde vært annerledes? ..nå er det jo masse forskjellig.

Ja vi er nok mer... nordmenn er nok mer like enn den miksen av kulturer vi har her da – det er det nok. Men... igjen er vi jo forskjellig og noen fordeler og ulemper... vi må jo bare prøve å bruke det beste av oss alle sammen... Vi nordmenn er av og til ikke så veldig flinke sånn kulturelle liksom – vi litt sånn tilbakeholdne ofte. Mens en del av de her folkene vi har her er jo veldig sånn frempå.. sjefen her er veldig sånn utspoken for å si det sånn. Merker det når du snakker med en greker for eksempel at du .. avstanden mellom de to personene er veldig kort da mens på japanerne så skal du holde hvert fall en armlengde avstand før du snakker med dem for de føler seg ukomfortabel hvis du er for nærme men i grekenland så er jo det dere helt vanlig og de skal jo snakke på toppen av hverandre også da. I japan skal du jo være stillhet mellom folk snakker så det...er forskjellig altså. Det er det jo. Vi får prøve å bruke det beste ut av alt. Det er klart at dess mer bevisst man er og dess mer opplæring man får på det dess mere kan man ta det dere inn og prøve å bruke det til sin fordel.

Føler du at dere klarer å få synergieffekter mellom de ulike?



Det er jo litt forskjellig. Hvis jeg tenkte som leder før da så prøvde jeg å være veldig bevisst på hvordan jeg gjorde det da. At jeg brukte folk til som jeg følte passet bedre til spesielle ting. Gjøre ting da. Markedsføring...

Har du noen eksempler?

Det er jo klart at det folk som er veldig sånn flinke til å mingle og som du kan bruke til å gjøre sånne jobber da. Så er det enkelte folksom ikke er flink i det hele tatt. De vil du egentlig ikke bruke til det da. Du vil bruke de til andre ting.

Hvordan er mingling i korea?

Det er jo litt forskjellig da – hvilken stilling du har da. Så for eksempel han sjefen her han må jo ut å sitte sammen med de her business-folkene. Prøve å få kontrakter og sånn da. Vi skal jo ikke gjøre det da – vi skal heller prøve å gjøre en god jobb sånn at det vi gjør blir oppfattet som noe positivt for kunden. Selvfølgelig vi skal jo ikke totalt glemme det da men det er jo ikke sånn at vi skal vanligvis gjøre det da. Jeg tror ikke et er meningen at vi skal gjøre det – mingle sånn hele tiden.

Nei man må jobbe litt innimellom...

Det er jo å prøve å sette planer og lage de planene så god som mulig og prøve å følge de opp. Det går på relasjoner – det går på å gjøre en god jobb, det går på opplæring...

Du nevnte opplæring og bevissthet ovenfor kulturelle forskjeller – har dere noe sånn opplæring som dere bruker?

Ja vi har det. Jeg har vel vært på et par sånne tror jeg. Men det er jo som sagt uten at du har jobbet inn i den kulturen der så har du kanskje en tendens til å tro at de er ganske like, men de er egentlig ikke det.

Hva mener du med det?

For eksempel japan og korea. At du tror egentlig at de kanskje som lærer på kulturelle forskjeller så tror kanskje at de to kulturene er ganske like. Men de er egentlig ganske forskjellig. Så det er viktig å prøve å ha en sånn et landsspesifikt kulturkurs da. Det er mer sånn givende enn om du skal ... du trenger begge deler men sånn særlig her så trenger du sånn landsspesifikke kulturkurs.

Hvordan fungerer det i DNV GL? Er det liksom sånn standard måte å gjøre det på?

Ja Vi har... jeg husker ikke ... cultural awareness.. om kurset heter det fortsatt.

Er det noe som holdes i oslo før du drar eller?

Ja...det er.... Det blir vel holdt her også da. Jeg har vel ikke vært på det her i det siste da..

Du er vel utlært?

Ja jeg er utlært på det tror jeg.

Hvordan er forskjellen på lederstil? Mellom...

Jeg tror igjen det er veldig forskjell på den eldre garde her og den yngre garde. Men jeg har jo bare hatt en koreansk leder her da. Han som jeg har nå. Så jeg har vel egentlig kanskje litt for lite bakgrunn til å svare på det.

Hvordan tror du koreanerne oppfatter norske ledere?

Litt avhengig av hvilke du spør. Yngre garde, eldre garde. Tror den yngre garde er litt mer sånn lik oss enn den eldre er.

De yngre har litt likere forståelse/oppfatning – mer lik oss nordmenn?

Ja

Hva legger du i det at de har samme oppfatning?

De er mer sånn individualistisk og ikke så ... ikke forventer at lederen skal gi en sånn veldig klar retningslinje. De er mer åpen for å se det norske ... mer enn sånn åpning og ikke bare gjør sånn – sånn som den eldre garde kanskje ville sagt gjør sånn. I Norge kanskje vi ville sagt finn en løsning på det.

[fyller ut SPGR] Dette her er vanskelig. Uforpliktende, innfallsrik, krever oppmerksomhet. Det er ikke det samme tror jeg. Synes jeg.

Godt utdannet vil svare ja. Men så vil man finne ut at han ikke har gjort det senere. Det er jo litt komplisert av og til. Men sånn var det altså. Du lærer deg å spørre liksom avhengig av hvilken kultur du er i

Så hvordan gjør du det da når man ... hvis du har en liksom anelse..

Du snakker om det heller enn om å be om å få et ja eller nei.

I forhold til det å gjøre feil. Hvilken aksept er det for å gjøre feil og innrømme hvis du har gjort en feil når du oppdager det.

Igjen så er det ... tror det er mye lettere for den yngre garde å .. at dette er ... bekrefte at de har gjort feil. Mens den eldre garde er liksom litt komplisert. Miste ansikt og sånn da. Det ikke så lett det her fordi at som sagt kulturer er ikke bare det – det er veldig mye individualisme som kommer inn også. Folk er jo forskjellige.

Ja som regel er vel de individuelle forskjellene større enn de kulturelle, men det kan fortsatt være en viss systematisk likhet.

Det jeg prøvde å si det var mer sånn statisk ...

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	DNV GL	Manager	Busan	50 min

## Transcript

[Kenneth og Øyvind snakker om prosjektet]

Det er jo veldig spennende. Og liksom tema rundt prosjekter – hva gjør at noen prosjekter blir ferdig på tiden, budsjett perfekt – hva gjør at andre prosjekter strever veldig med å bli ferdig. Det er jo tema vi er veldig opptatt av. Vi ser jo prosjektene på veldig nært hold. Vi samler erfaringer. Og med jevne mellomrom så XXX vi oss ned også, og sammenlikner de prosjektene som har gått bra mot de prosjektene som ikke har gått så bra, og hva tror vi er liksom det viktigste suksesskriteriet. Det er ting også som vi diskuterer med jevne mellomrom her oss både internt og med våre oppdragsgivere. Så det er spennende. Og det som er interessant her er at dere har en litt annen innfallsvinkel enn det vi har. Vi ser jo gjerne på – vi har jo opplagt en veldig teknisk innfallsvinkel – det er klart vi ser jo på hvordan team jobber sammen og sånt noe – da ser vi veldig gjerne som regel på hvordan man har kommunisert og vi ser veldig gjerne litt overfladisk på – disse - vi ser liksom på – var dette et team som jobbet bra sammen eller dårlig sammen - uten å gå i dybden på hva var det det ene teamet gjorde bra som det andre ikke gjorde bra. Og så ser vi veldig mye på teknologi også – for det er jo stor forskjell på prosjekter som tar mye ny teknologi.

Det er faktisk en del av det vi jobber med også. Samhandling med ny teknologi – for eksempel Sjøkrigsskolen sier jo det at nå i dagens verden så møter vi terrorisme som er åpent for land. Store forskjellen er hvordan tar vi i bruk den nye teknologien XXX. Og det gjør vi selvfølgelig i offshore-bransjen også.

Spennende. Så veldig interessert i å... når resultatene blir klare så... få vite mer om de det...

Vi har pratet litt om det og det er klart at nå har vi brukt så mye tid hos dere at det skulle bare mange at vi klarer å gi dere en ordentlig tilbakemelding. Så får vi se litt praktisk hvordan vi skal gjøre det... XXXX om vi kommer ned hit det vet jeg ikke, men vi har professor Park her som kan gi informasjon og vi kan bruke Skype og sånne ting også.

Ja, og så har jo vi også kontorer i både oslo og Trondheim, så...

Ja det skal vi få til. Vi kan jo starte med at du forteller litt raskt om din stilling her nede og... hva du har gjort og litt sånn...

Ja. Jeg er nå regionssjef for olje og gass i korea og japan. Så det vil si at jeg er ansvarlig for alle tjenester vi leverer i de to landene som ikke har med klassifisering å gjøre. Altså klassifisering er det vi tradisjonelt gjør for skip og flyttbare offshoreenheter. Alt som ikke har med det å gjøre som er innenfor offshore olje og gass som er mitt ansvar – i korea og japan. Jeg flyttet til Korea i april 2012, så jeg har vært her nå i tre år sånn cirka. Jeg dro hit for å ta en annen jobb enn den jeg har nå. Jeg reiste hit for å implementere et innovasjonsprosjekt som jeg kjørte i det som var DNV over flere år hvor vi utviklet en ny tjeneste for å sikre at integrasjon av softwareavhengige systemer XXX det vi mener er best praksis i industrien og det er veldig relevant særlig for moderne oljerigger som har mye automatisert utstyr og som tradisjonelt har hatt store utfordringer med å få dette her til å fungere. Og det har vært én årsak til at mange prosjekt har vært forsinket historisk – så det var en veldig sånn teknologisk løsning fra DNV sin side med å komme opp med da bedre arbeidsprosesser, bedre standarder på hvordan man skal gjøre integrasjon av avansert systemer på moderne oljerigger. Grunnen til at jeg da reiste til korea med familie for tre år siden, var at vi da fikk de første store kontraktene for å gjøre dette her med prosjekter på de koreanske verkstedene. Første kontrakten vi fikk var med DSME på Goje og så fikk vi to nye kontrakter med Hyundai i Ulsan og så fikk vi da senere to kontrakter til med DSME på Goje. Så vi begynte å få ganske mange store prosjekter, og da var det viktig at jeg som var leder for det initiativet i DNV var til stede her hvor prosjektene ble gjennomført for å se hvordan dette fungerer. Det fungerte bra, så innen et år så tok

jeg ny stilling i Korea, for da hadde vi allerede fått et team oppe her til å gå og levere til de prosjektene og det fungerte bra så det var ikke noe behov for å ha ekstra ledelseskamp som jeg representerte. De klarte seg på egenhånd med meg litt mer i bakgrunnen da. Jeg var her men kunne tappe meg en annen stilling. Og da tok jeg på meg den stillingen som nå har blitt regionssjef for olje og gass.

Utfordrene?

Det er det. Absolutt. Veldig spennende – veldig morsomt.

Har du familie?

ja. Kone og to barn.

Hvordan synes de det har vært å komme hit?

De trives veldig bra. Den største utfordringen var vel – barna mine er nå 8 og 5 år – da vi flyttet hit da så var de 5 og 2. så datteren min er eldst og sønnen min er yngst. For sønnen min så var det – han merket ikke så mye forskjell, han var så liten da, så lenge han var sammen med mamma og pappa så var han fornøyd. for datteren min så var det litt større utfordring, hun kom fra norsk barnehage og begynte på internasjonal skole her. Hun kunne ikke engelsk – all undervisning skjedde på engelsk. Og her er det jo skole, det er ikke en barnehage. I Norge så kom hun til barnehagen og lekte hele dagen – her kom hun seg til skole – de begynte med matematrikk, de begynte med engelsk. Det er klart det var en kjempeutfordring når du står der og du skjønner ikke en gang hva læreren sier, og så skal du gjøre ganske utfordrende og kompliserte ting. Så hun hadde noen utfordrende månedene for å si det mildt i begynnelsen. Men skolen her var veldig flink – det er en internasjonal skole som er vandt til å håndtere en sånn situasjon så de satte henne da i gruppe sammen med andre norske barn som kunne forklare hva læreren sa. Vi hjemme hjalp henne med leksene så hun kunne komme fortere i gang med å få kontroll på skolearbeidet og i løpet av 2-3 måneder så var hun på sporet og begynte å trives kjempebra. Og derfra så har det bare vært en fantastisk gåtur som ikke har sluttet ennå. Nå er det sånn at hun – når vi skal reise på ferie så er hun veldig redd for å gå glipp av å være på skolen, så det er virkelig hun har blitt glad i skolen.

Vardet vanskelig å tilpasse seg den koreanske kulturen – var det annerledes på skolen?

Det var ikke noen store utfordringer der sånn koreansk kultur – den største utfordringen sånn rent praktisk var språket, at vi kunne ikke engelsk og selv om de kunne engelsk så hadde ikke det hjulpet så mye for i dagliglivet her så møter du koreanere som ikke kan engelsk. Så det er jo – praktisk utfordring – men med tanke på andre ting som f.eks. mat, venner lek og så videre så er det klart... du kan argumentere for at de ikke har vært eksponert for mye koreansk kultur, for vi lever jo i et – de går jo på internasjonal skole, vi lever jo her i et litt sånn beskyttet expat-miljø, men det er jo koreanske familier som bor her også. Vi har koreanske venner, det er også koreanske barn på skolen, og jeg sier at barna mine de har omtrent like mange koreanske venner som de har internasjonale venner. Og det har vi også vært litt bevisste på – at vi vil at de skal bli eksponert for et internasjonalt miljø...

Kanskje lettere for dem å tilpasse seg også...ikke så bevisst på hva skjer i den alderen der...

Jeg tror ikke... så leker de og så har det moro – om ikke de skjønner akkurat hva de sier så forstår de hverandre allikevel. Mat er jo interessant. Og jeg tror kanskje mest interessant med minstemann, sønnen min, for han har blitt så glad i en del typisk koreanske ting som XXXX så hans favoritt er jo nå da tørket sjøgress – så på lørdagene... så når vi setter en skål med det og en skål med potetgull foran han på lørdag så tar han sjøgress. Så det er litt interessant.. han føler nok på mange måter en sterkere kulturell tilknytning til Korea enn Norge. Også igjen når vi er hjemme på ferie i Norge så sier han nå kjeder jeg meg, nå vil jeg hjem til Korea.

Hvor lenge skal dere være her?

Vi skal flytte hjem til Norge denne sommeren. Så det blir spennende. Og rart. Jeg tror særlig for minstemann så blir det nok en større overgang å flytte hjem en å flytte hit.

Nesten litt som for datteren din å komme hit?

Ja det tror jeg.. så vi må være forberedte.

Men du nevnte før litt tidligere at dere har sett mye på sånn suksesskriterier og på en måte motsatt for de her olje og gass prosjektene. Kanskje du kunne snakket litt mer om det?

Ja. Det kan jeg gjøre. Altså.. vi har jo sett på flere prosjekter, ikke sant. Og vi ser jo noen prosjekter går faktisk veldig bra, mens andre går ikke bra. Og noen prosjekter vi har hatt spesiell interesse av er dette med mobile borerigger. For de bygges ofte i serie, eller så er det samme riggeier som kommer å bygger to mer eller mindre identiske rigger. Og de prosjektene så har vi sett at én går bra men en annen går ikke bra. Og det er interessant for da er det så mye som er identisk på de to og se liksom hva er forskjellen. Og det er klart at hvis vi ser på dette her med måten å jobbe på og arbeidsmetodikk, det er helt klart en del av bildet. Måten man kommuniserer på med både – det er jo typisk da en eier som har et team på plass på verkstedet som samarbeider med et team fra verkstedet, men som også samarbeider med alle leverandørene til prosjektet. Og i disse prosjektene så er vår rolle å være en uavhengig 3. part som skal være med å se at ting blir som man har avtalt. Og så vi er jo en viktig del av det, så selv om vi er en leverandør så har vi en viss spesiell rolle sammenliknet med andre XXX prosjektet. Når det kommer til arbeidsmetodikk og kommunikasjon – for å begynne der – så ser vi at de prosjektene som går bra så har de, bruker de tid på kommunikasjon – de er tydelig på at krav er forstått tidlig i prosjektet. hvem er kontaktpunkter - bruker de på de som er kontaktpunkter fra eierens team til verkstedets team til vårt team, og de blir kjent med hverandre, de stoler på hverandre, de kan snakke sammen både i formelle setting, men også uformelt – de er tilgjengelig for hverandre og de får stille spørsmål. Det er ting som vi ser er viktig for de som fungerer bra – bruker tid på det og er oppmerksom på det, og de har også stabile relasjoner i løpet av prosjektet – det er mindre utskiftninger. For det er klart at skifter man ut teamet hele tiden så må man begynne på nytt igjen hele tiden. Så det er en ting.

Så hvordan organiserer dere det her hvis man bruker to like.. det er jo en fantastisk genial måte å studere ting på.. hvis du sier det ene har suksess og den andre har mindre suksess. Hva... det er jo en eier som gjør det her.. deler han dem opp i... er det felles prosjektgruppe på begge prosjekt eller deler han opp prosjektene i to uavhengige hvis du skjønner?

Ja. Nei i det tilfellet er så ble de ikke bygget i parallell, så de gikk i serie. Men det var et...

Var det det første som var suksess eller da...?

Nei det første var ikke suksess.. så man har jo lært det meste av læring da men det er ganske vanlig at man bygger i serie og vi ser jo at noen team – prosjektteam – de lærer sånn at det som gikk galt med første ikke gikk galt på det andre. Vi ser også team som ikke lærer. Som bygger 4-5 identiske og sliter med det samme på.. om igjen..

Det er jo der vi er en del av.. for at vi sier jo at fellesnevneren i det her – det har med mennesker å gjøre. Så for min del så synes jeg det er veldig spennende det her.

I det eksempelet vi har brukt mye tid på så var det to tvillingrigger som ble bygd. Den første hadde masse problemer – det andre tror jeg er det beste prosjektet som noen gang har blitt levert fra Korea. Alt var mer eller mindre perfekt, ferdig på tid eller før tid, innenfor budsjett, ingen hickups og så videre. Så det er liksom...fra å så ha ett prosjekt som ikke var så mye å være stolt av så leverte vi et av de beste prosjektene noensinne. Og det er jo spennende å se, for her er jo.. alt annet er jo likt.. her er jo teknologien.. den er jo.. man bruker samme design, samme leverandør.. så det andre har jo lært da. Men det er interessant å se, og dette med kommunikasjon var jo tydelig – altså man.. og man var også tydelig på å lære av hva som gikk galt på den første. En annen ting som var tydelig da ting fungerte veldig bra var at man jobbet med et veldig integrert team. Altså med et integrert team så snakker vi både eier, verksted og DNV. Vi jobbet tett sammen. Og ikke bare det at man hadde klarere kommunikasjon, men man kommuniserte også. Man jobbet sammen. Man tok liksom de utfordringene.. det er klart – man hadde jo en viss ide om hva utfordringene kom til å bli, for det hadde man lært på det forrige prosjektet – så man visste hva man skulle følge med på. Når man så at man

begynte å komme inn i liksom de samme problemene så satt man seg ned og sørget for at det som skjedde forrige gang ikke gjentar seg, og så tok man i fellesskap ansvar for å finne løsninger.. så det er det vi mener med å jobbe i et integrert team. Og det er også veldig forskjellig fra de prosjektene som vi ser sliter, så blir det til at man i stedet for å sette seg sammen.. altså for at dette skal bli en suksess så må det være en suksess for alle involverte. Det er ikke sånn.. det hjelper ikke å sitte å peke på hverandre. Altså det er ikke min skyld. Det ser vi på de prosjektene som har problemer så ser vi ofte at de går litt sånn inn i skyttergravene, glemmer seg kanskje bak en kontrakt, sier vi har kontrakt på du skal gjøre det, hvorfor har ikke du gjort det, jeg har gjort min del... så begynner man å spore av diskusjonen fullstendig og så kaster man bort tid på å krangle om hvordan man forstår kontrakten i stedet for å si at ok vi er i dette her sammen, la oss finne en løsning sammen. Og... jeg må bare huske på at jeg kommer tilbake til det her med kontrakter, for der er også sånn kulturelt element som er viktig. Det er veldig forskjellig fra hva vi er vant til fra vestlige land og asiatiske land. Forskjellene er spesielt stor mellom USA og Korea. Så la oss komme tilbake til det, dere er sikkert kjent med det også. Men dette her med at man jobber sammen og ikke sitter og skyter på hverandre det har veldig mye med ... du må ikke glemme hvor viktig den finansielle siden ved dette er. Det er store penger involvert og det er klart at en ting man er veldig redd for er at hvis man som en eier sier at vi har lyst at dere skal gjøre sånn og sånn, så er man redd for at verkstedet skal si nei men det er ikke det som står i spesifikasjonen, her står det noe annet, da blir det veldig mye dyrere. Og hvis det blir dyrere så kan eieren akseptere det, men det eieren er redd for er at det er en måte verkstedet eller leverandør kan lure de. For da har plutselig verkstedet og leverandør overtaket på eier, for eieren sier at dette her vil jeg ha, de vet at de trenger det, og det er mulighet for de å ta seg bedre betalt – at de tar seg betalt mer enn det det er verdt. Det er en situasjon som der... hvis ikke man har tillit til hverandre og stoler på hverandre i en sånn situasjon så kan det være veldig lett at man havner i en diskusjon som ikke fører frem, eller som tar mye tid og oppmerksomhet. Så der ser vi også den kommersielle siden at det er viktig å ha tillit – hvis ikke man har tillit da – hvis man sitter hele tiden å tror at han på andre siden av bordet prøver å lure meg for penger, så blir det vanskelig å samarbeide og finne løsninger som.. så tilliten er viktig. Og der ser vi også fordeler – forskjeller – fra eierteam til eierteam. Altså vi ser at små eiere de er ofte mer tillitsfulle enn store. Altså du kan si en liten norsk riggselskap som kommer inn her – bygger kanskje et par rigger hvert tiår, de sier jo til verkstedet at dere må prøve å lure oss, men vi har ikke mer penger. Så det er ikke noe vits i å prøve engang. Og det ser verkstedet at liksom her er det bare om å gjøre å få levert og bli jevne. Så vi ser at små eiere er ofte –selv om man ikke – det er litt sånn kontra-intuitivt, for det er ikke det du tror i utgangspunktet.... Men så ser vi ofte at de større, de er ofte reddere for å være åpne – for de sier at verkstedet og alle leverandørene de vet at vi har en del penger, så de er ikke – de prøver seg på oss hele tiden, og den minste lille ting vi sier tar de tak i og prøver å få lurt oss for de vet at vi kan betale. Så der er en... der ser vi forskjell, og det er... da jeg så det første gangen så ble jeg veldig overrasket, for jeg trodde at det skulle vært motsatt. At det er de små som hele tiden sloss og har tøffere diskusjon, men de store er faktisk mer.. har kanskje selv utfordring da med å skape den tilliten. Og så er det dette her med kontrakter da. Det er jo en kjent sak da men... det vi ser er jo at i asiatisk kultur – og det ser vi også i korea er at det som er skrevet det er bare et papir. Det er det man sier og det man gjør som teller. Og det er veldig forskjellig fra sånn vi ser – vi er vant til å jobbe i Norge og kontrasten er kanskje enda større til USA hvor det eneste som teller er det som er skrevet ned .hvis ikke det er skrevet ned så teller det ikke. Og det er en kjempeutfordring. Det som er viktig her er igjen da relasjoner, for det man gjør her det blir husket. Hvis man gjør noe bra så blir det husket og man kan forvente at man får forståelse senere en gang. Hvis man gjør noe som ikke er bra, hvis man for eksempel ikke holder det man lover, så blir det også husket. 10 år det blir ikke glemt og man har problemer med å bygge opp tillit, så relasjoner er kjempeviktig. Og det er noe som er tydelig for oss – DNV har jo hatt – vi har vært her i over 30 år. Så vi ser at det å bygge de relasjonene det er veldig viktig. Vi ser at vi har klart å bygge relasjoner og tillit. Vi ser at noen ganger så er tilliten til oss ekstremt høy. Noen ganger så faller den, for det hender at vi gjør feil også – på vår side. Og da må vi jobbe for å bygge den opp igjen. Men vi ser hvor viktig relasjoner er for verkstedene.

Klarer dere i større grad å berge dere når dere har en så sterk tillit fra før av? Godtar dem mer fra dere? Eller er det.. første gang man møter noen så er det gjerne sånn at hvis du synes dette her var brudd så vil du helst ikke ha noe med dem å gjøre.

Ja, altså ja... hvis noen fra DNV gjør en feil i et prosjekt, så eskalerer det på verkstedet sin side eller hos eieren sin side og sier at dette er ikke sånn vi er vant til å se DNV GL – vi er vant til å se superflinke og profesjonelle og

de sier at.. det er klart vi har kjempehøye forventninger. I og med at vi har levert på høye forventninger konsistent over lang tid, så har vi også noe toleranse for hvis noen hos oss gjør en feil. Så dette er ikke sånn dere pleier å være så her må det enten være en som har hatt en dårlig dag eller at dere har sendt oss feil person. Så de ber oss rette opp i dette her. Så hvis vi gjør det da så beholder vi tilliten, men hvis vi ikke klarer å rette opp igjen så fort som dem forventer så blir det enda vanskeligere for oss å komme tilbake. Så vi må jobbe hele tiden for å fortjene tilliten.

Er det der mer ekstremt her i østen enn med vestlige land?

Ikke vanskeligere, men kanskje enda viktigere. Fordi som sagt, det blir ikke glemt. Hvis det har skjedd et eller annet, enten bra eller dårlig, så kan det komme tilbake til deg mange år etterpå. Man husker den gangen så... akkurat som et stort arkiv... så det blir ikke glemt. Og i og med at våre samarbeidspartnere her – altså koreanske samarbeidspartnere de legger ikke så mye vekt på hva som er skrevet, men legger vekt på hva man sier og hva man gjør, så derfor er det enda viktigere. For ellers så kan man alltid si at det er jo det som er skrevet – vi har jo egentlig bare gjort det som er skrevet. Noen ganger så forventer de at du gjør mer enn det, eller at 4det som er skrevet ikke er relevant lengre og at man må tilpasse seg det.

Dette her er en tilpasning – som du sier dere har vært her i 30 år og... tilpasser dem seg noe til vesten i og med at det er jo mye vestlige kunder, eller er det...

Det er klart.

Blir de flinkere over tid tror du?

Absolutt. Det er ikke bare vi som er bevisst på kulturelle forskjeller – det er også de. Og de jobber jo i et internasjonalt miljø, og er like eksponert for internasjonale ressurser som vi er så...

Holder de fast på ting, eller om de er mer åpen for å endres?

Absolutt. Så de ser jo også – de forstår jo også at ting er annerledes for hele samarbeidspartnere – det er klart de ser det. Så dette er jo en ting som går to veier, men en del ting sitter veldig dypt. Og det er gjerne det som... det er i hvert fall det jeg tenker på når vi snakker om kulturelle ting – det sitter så dypt at man – det er ikke alltid man klarer å endre det, men man er bevisst på det, og tilpasser seg.

De der integrerte teamene som du snakket tidligere om, er det... går de ganske greit.. er det smooth, eller er det for eksempel verftet sin side er de som er mer integrerte i teamet? Ser dere at det skjer noe.. om det kan oppstå noe konflikter eller... vi har jo skjont at koreanerne liker å kjøre på. Og der er jo klart – det kan jo fort bli en del diskutering i et integrert team. Om det ligger utfordringer der, eller?

Det er det. Det som er en utfordring – og det har jeg hørt fra flere som både har vært prosjektledere for oljeselskap eller eiere og så fra våre egne prosjektledere – det er at det tar litt tid før man forstår verkstedets organisasjon. Hvem som egentlig tar beslutninger og hvem som tilsynelatende tar beslutninger. Veldig ofte er det prosjektlederne du møter eller jeg har vel hørt det flere ganger – at prosjektlederne du møter fra verkstedets side er ikke nødvendigvis den som.. har ikke nødvendigvis den myndigheten du ville anta når han er prosjektleder. Vi er vant til her at prosjektleder har beslutninger han skal.. han har ansvar og derfor også myndighet. Det vi ser hos verkstedene så er det ikke alltid tilfelle. vi har en prosjektleder som er valgt ut fra kriterier som at han er god i engelsk for eksempel. Han er flink til å fremstå profesjonell i møter og delta XXXX det vi hører er jo at de som virkelig har makt er selvfølgelig toppsjefene, men de engasjerer seg sjeldent direkte i prosjektene – bare hvis det er noe helt spesielt. Men i det daglige – de som har makt og innflytelse er jo de som er ledere for engineering-teamene. Det vi på norsk vil kalle en linjeleder for et fagmiljø. Og der sitter – der har du da – verkstedet har jo da sin gruppe med 20-50 ingeniører, 20-50 materialeksperter, innenfor hver disiplin. Og de som er leder for de engineerings-teamene de har veldig mye innflytelse. For de bestemmer hva ingeniørene skal bruke tid på og de bestemmer hvordan ingeniørene skal jobbe. Og det her ser vi ofte kilder til konflikt i prosjekter fordi en prosjektleder fra oljeselskapet eller eier sin side de – mitt prosjekt er det eneste som teller – for han så er det det eneste prosjektet i verden og det viktigste i verden – for linjelederne i engineering, de jobber kanskje med 5, 10, 20 prosjekter samtidig. Så de må hele tiden sjonglere mellom

prosjekter, styre ressurser mellom prosjekter. Og så lenge alt går etter planen – så lange ting går som planlagt så er det helt perfekt når det finnes – altså de jeg har snakket med som har jobbet mange forskjellige land i Asia sier at det finnes ikke noe bedre sted enn Korea å bygge noe hvis du vet hva du skal bygge. Absolutt best. Hvis du vet hva du skal gjøre, hvis du går inn med ferdig design, ferdige tegninger, ferdige planer – det blir 100%, eller minst 100% fordi det – da vet de akkurat hva de skal gjøre og de jobber supereffektivt. Det som er problemet er når du kommer inn i prosjektet og sier at nei vi vil ikke ha det sånn allikevel, vi vil gjøre det sånn. Vi gjør en designendring. For da skaper du store forvirringer hos han som er linjeleder for fagmiljøet som da har mange prosjekter som han jobber med – han har allokert ressurser. Plutselig må han da allokere flere ressurser på ett prosjekt – det får ringvirkninger på alle de andre prosjektene. Og det er – er det noe han er redd for er det for å ha 10 prosjekter som går som planlagt – at han har ett prosjekt han må bruke ekstra mye tid på og så betyr det at 8-9 andre prosjekter begynner å bli forsinket, så får han 8-9 prosjekter som må begynne å sette ekstra oppmerksomhet på og så eskalerer det og så mister han kontrollen fullstendig.

Så der går det ikke bare på ett prosjekt som brenner seg, da er det 10...

Nei, og da er han redd for at han mister jobben. Og det gjør at de er veldig konservative. De oppleves som konservative og vanskelige – og litt av forklaringen ligger i hvordan de er satt opp og hvordan de jobber med prosjekter. For det er klart at han har jo alt å tape på å begynne å fokusere på endringer og alt å vinne på at ting går som de er planlagt. Og han vil motarbeide en hver endring så lenge han kan. Og det er jo viktig å være klar over og det her er jo ting som tar tid å endre, det er vanskelig å komme inn som prosjektleder og si nei nå skal vi... vi vil omorganisere hele verkstedet. Dere har 20 tusen mann som jobber her, vi vil at dere skal omorganisere for å møte vårt... det er.... Jeg tror ikke det er realistisk å prøve på noe sånt. Så det handler heller om hvordan kan et prosjekt tilpasses for et sånt miljø. Og det er klart at den enkle oppskriften er å komme med et ferdig design – altså ikke begynne å bygge før alt er klart og alt er ferdig – du vet hva du vil. Da unngår du det problemet. Og så er selvfølgelig klart at det er mulig.

For jeg tenker på det prosjektet som du snakker om har jo en stor grad av XXXX i seg og XXX usikkerhetslementer... det ligger jo usikkerhet i det her... i naturens side.

Det gjør det jo – helt klart. Og ingen offshore-prosjekter er like – det er alltid skreddersøm. Det kan være mye skreddersøm – det kan være lite skreddersøm. Men det er sliter man med de store koreanske verkstedene. Og der hører man at norske verksteder er mye mer fleksible. Vi har jo igjen kun en kunde av gangen gjerne – ett prosjekt – så de gjør hva som helst for at det prosjektet skal lykkes – og de kan være fleksible for de har ikke så mange andre hensyn å ta. Så for dem så for dem så er det lettere å være fleksible, og det samme gjelder for mindre verksteder i Singapore for eksempel – du hører det samme at de er mye mer fleksible. Og det er jo for at der har ikke så.. hvert enkelt prosjekt er så viktig for dem at de kan prioritere. Og så er det en annen ting med dette her å komme med et ferdig design. Det ser vi at særlig for de store faste installasjonene som typisk oljeselskapene bygger her – Goliat. Der er der jo ofte at de har gjort design hos et europeisk designhus. Teknip, CBNI er jo gjengangere, og det forventes at designhusene kan teknologien, kan kravene, og egentlig skal løfte verkstedet i korea, sånn at de skal klare å forstå dette. Vi har sett flere prosjekter hvor det ikke er tilfelle – hvor designhuset ikke lever opp til forventningene i det hele tatt. Hvor de har valgt et europeisk designhus fordi de kan europeiske arbeidsmåter, de kan norske regelverk, og så ser vi at de kan jo mindre om norsk regelverk enn det verkstedet gjør. Og det er ofte der vi ser en prosjekt begynner å få problemer – et tidlig tegn på det er at det begynner å skli er når designhuset ikke leverer i tide, eller de begynner å krangle med verkstedet for de leverer ting som ikke verkstedet kan bruke. Et eksempel er jo at designerne – de designer jo etter funksjoner – de begynner med en funksjon, hva er funksjonen til dette elementet, og så designer de da liksom en teknologi fra – begynner med funksjonen og så designer de derfra hvordan det skal se ut for å fylle den funksjonen. Verkstedene de bygger etter moduler – altså de kan ikke bygge alt ferdig fra ende til slutt – de må dele det opp i mindre biter for å bygge det og de må bygge de bitene som de kan bygge først – de må bygge først. Så der sliter de veldig for designhusene har en helt annen arbeidsprosess. Og det betyr at verkstedene kan ikke begynne å bygge når de har avtalt å begynne å bygge for designerne sier den funksjonen blir ikke tjent ... det får ringvirkninger gjennom hele så XXXX Og derfor ser vi at verkstedene noen ganger har bare sagt at – bare sparket ut engineeringspartner, sagt at dette gjør vi bedre selv, så har de tatt et ansvar for hele XXX. Og det er klart at når de gjør det så møter de masse utfordringer for da har de et halvferdig design, så skal de drive det



ferdig på en annen måte så er en mye vanskeligere oppgave enn det designuset hadde i utgangspunktet. Det er klart at da får de utfordringer. Og da ser jeg at noen ganger får verkstedene da – det er mange som peker på verkstedene og sier nå prøver de å designe også, det blir 4det bare surr rundt. Men det de egentlig har gjort er at de har sagt at dette fungerer ikke, vi må bare gjøre det på en annen måte for å komme videre så må vi ta et større ansvar. Så dette her med samspillet mellom designer og verksted, er kjempeviktig. Og det er kjempeviktig at designerne også forstår hvor viktig det er å holde tidsfrister og levere det du skal i tide. Og ikke minst avtale før de begynner å jobbe hva verkstedet trenger i den her XXX. Ofte så ser vi at designerne bare begynner å designe sånn som de alltid gjør det og igjen sånn kulturelt aspekt er at europeere oppfattes ofte som arrogante og når jeg ser hvordan en del europeere oppfører seg i prosjekt så er det med rette. Altså de tar det for gitt at de vet best, og at koreanske kollega på andre siden av boret ikke er i nærheten av den kompetansen. Så arrogansen de blir beskylt for den fortjener de å bli beskylt for – det er faktisk mange som er arrogante i møte med verkstedene. Vi har ikke den ydmykheten som verkstedene fortjener når det gjelder – for hvordan man skal bygge denne XXX – verkstedene de er best i verden når det kommer til å bygge ting. Og man må være ydmyk ovenfor det og man forstår – her må det tilpasninger til fra begge sider. Så design – komme med ferdig design, ha en god – hvis ikke man gir hele designoppgaven til verkstedet – sørge for at man har en god – godt grensesnitt mellom designer og verksted. Og ikke begynn med det en uke før handover, men begynn med det når designeren begynner. Det er et annet sånn suksesskriterie vi ser da.

Hvordan... på de avanserte prosjektene som har gått dårlig eller bra... hvordan tror du arbeiderene på gulvet spiller inn i dette her? tror du det... ja, på et avansert prosjekt, tror du ... si at... for det er jo mye sånn ordre og utførelsesmekanismer som vi har skjønt det på verftsiden... tror du arbeidere for eksempel hvis de merker at det her virker litt rart, tror du de bare følger ordren likevel, eller tror du det.. at de klarer å spille inn i... hvis det er noe.. hvis det kreves noe forhandlinger, eller det er noe som virker galt, eller...

Nei jeg tror nok at... vi beskriver jo organisasjonene her som hierarkiske – får man en ordre så følger man den ordren – uansett om den er meningsfull eller ikke. Jeg tror nok det stemmer ganske bra... nå har ikke jeg sett hele kjeden heller, men det stemmer bra med det jeg hører og kan forstå at det er sånn ordi man har en stor operasjon – altså her har man ikke – her er det ikke noe verksted som bygger noe etter – her har man – det er skipsfabrikker – det er riggfabrikker – det er topsitesfabrikker. Så har man liksom et verksted som...

Mer som kanskje bare utfører...

Ja for hvis ikke de gjør det så igjen da så er det, så brekker hele kjeden sammen, så det er viktig for dem å... å gjøre nøyaktig det som blir sagt når de skal gjøre det... ellers så...

XXXX en sveiser har kanskje ikke veldig god oversikt over totaliteten også... sant hvis du får beskjed om å sveise, så da får du gjøre det. Du vet ikke helt hvor du skal...

Det jeg har hørt om sveisere og arbeidere på verkstedene er at generelt sett, og sammenlignet med andre asiatiske land så er kompetansen høy. Og det henger nok sammen med den lojaliteten man har til arbeidsgiveren i korea. Man bytter ikke jobb her ofte – det er ikke sånn hvis du jobber hos Hyundai og får litt bedre lønn hos Samsung så er det ikke mange som bytter, det sitter langt inne. Så det er lojale arbeidere som betyr at de blir erfarne og gode håndverkere. Og det... snakker med en del eiere som sier at de har erfaring fra kina eller Singapore spesifikt, hvor de sier at det kommer sveisere på prosjektene – du ser at de har ikke peiling på hva de gjør for noe.... Forrige uke så hadde han en helt annen jobb, da jobbet han på en bondegård ett eller annet sted – nå har han blitt hyret inn her for å sveise på prosjektet vårt. Det er mye utskiftninger og sånn, mens det som er en styrke i korea er at det er lojalitet til arbeidsgiveren og du har derfor erfarne folk som kan håndverket sitt da.

Og de er også veldig effektive da...?

Ja, det er de. Mange sånne eksempler man hører om... som vi også må tenke på når vi ser på liksom hva og hvordan det skjer i praksis – og det er jo litt dette her med den logistikken og det samholdet som koreanske verksted her... og det går jo på praktiske ting som areal og plass ikke sant... det er jo plassmangel på mange verft – de har ikke nok areal, eller i alle fall ikke så mye areal som de – de får aldri nok, de bruker det de har. Vi

før høre om eksempler da om moduler som blir... som blir malt liksom 4,5 og 6 ganger , der det egentlig hadde holdt å male 1 eller to ganger. Og det er fordi det går inn på paintshop når det først er avtalt at de har sin tid på paintshop – den må de ta, hvi ikke så mister de den. Og så må de ut igjen når neste man skal inn – selv om de ikke er ferdig så går de inn. Så maler man det, så går det ut igjen og sveiser på det, og da er det klart at da må man male på nytt – og så går de inn igjen... og så går de inn og ut – og det er typisk en sånn ting 8som ... og da vil du forvente at da ringer en sånn bjelle for de som står og tar den her inn og ut og maler den for 3. og 4. gang at her er det en feil, hvorfor gjør vi dette – nå spør vi heller hva som skal til for at man skal bli ferdig med det og... men det skjer ikke. Sånne ting, sånne historier ører man. Og da gjør jo man som har fått beskjed om selv om det er helt meningsløst – og så maler man det 4, 5 ganger.

Det blir fort problemer når det er... blir litt kompleksitet, at du må gjøre noen forandringer fort...

Ja, du ser liksom hvor vanskelig det er å introdusere kompleksitet i et sånt oppsett da.

[SPGR]

Jeg forstod på han Christian Hertzberg at dere også har kjørt en del ledertrening på teamet.

Det har vi gjort. Så vi har jobbet del med det her med, for å bevisst på... særlig dette med kommunikasjonsstil. For å være sikker på at vi forstår hverandre best mulig der. Så det har vi brukt en del tid på.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	Statoil	Manager	Geoje	48 min

### Transcript

Kan du fortelle litt om hvordan din arbeidshverdag?

Ja. Jeg tror vi må ta en liten sånn pust i bakken for å fortelle om prosjektet og hvordan de er organisert ellers så blir det litt løsrevet. Det som er med prosjektene våre det er at vi bygger to lagerskip. To forskjellige felt. Og vi har for å få det til så ... strategien i utgangspunktet er å kutte kostnader. Gjøre forenkling. Så derfor har man besluttet på de to – det var i utgangspunktet lagerskip til tre prosjekt. Tre forskjellige felt. Ett eksisterende som er Heidrun. Så to nybyggingsfelt. Mermer og Resser på UK felt. Så får å kutte kostnader så gikk man en annen vei – man prøvde å utnytte markedet ved å ta en sånn internasjonal skipsbyggingstilnærming til disse tre lagerskipene og bygge dem etter såkalt maritim standard.

Hva ville gamlemåten vært å gjøre det på?

Hvis du tar utgangspunktet i Heidrun da som er det første skipet ut så på norsk sokkel sånn så har du petroleumstilsynet sine regelverk NORSOK hele rammeforskrift og innretningsforskrift å forholde deg til når du utvikler et nytt felt. Men der er en paragraf 3 i rammeforskriften som sier at du kan bygge en installasjon etter klasse-flagg hvis ved å bruke det maritime standard hvis det er formålstjenlig. Det kan du gjøre med en FSU som er en flyter. Ikke sant. Og derfor så har vi lagt opp en strategi hvor vi skal gå ut å bygge et skip til NORSOK standard

Hva er det FSU står for?

Floating Storage Unit.

Så det er noe som er... er dette noe som kobles til plattformen og lagrer...?

Det ligger på en sånn bøye som XXX laster olje og lagrer den oljen og så har den en sånn floating stasjon i hekken som den laster av til XXX som trenger olje til markedet.

Er det i forbindelse med en produksjonsplattform?

Den ligger forankret et stykke fra plattformen. Og det vi har gjort da er at vi gikk ut i en sånn felles ITT runde til de store verkstedene. Vi screenet markedet men fant ut at det var bare de tre her som var interessante eller som var interessert i å delta. Så gikk vi ut med en ITT basert på en skipsbyggings-outline spesifikasjon eller funksjonelle krav så da har vi invitert verkstedene inn til å komme å møte den XXX man gjør i skipsverden at de gir oss et tilbud basert på en sånn byggespesifikasjon som er mer en sånn detaljert ut hvordan skal du utfylle denne outline-spesifikasjonen. Og så er det da å utforme en skipsbyggekонтракт som er en mye enklere kontrakt enn en offshorekontrakt. Så det er strategien og det ble til at vi satt kontrakter på to; Heidrun FSU og Mermer FSU. XXXX. Så det hele det vi gjør et sånt ledd av det som kalles STEP i Statoil. XXXX. Det er snakk om forenkling – kostnadskutting. Så i den sammen hengen så sitter vi som ett siteteam så har vi to prosjekter – to kontrakter vi følger. Så har vi ett team hjemme i Norge som også supporterer. Derfor er vi veldig få folk på site i forhold til hva man normalt ville ha vært på sånne kontrakter. Så mini normale arbeidshverdag den må du se liksom i konteksten av ette da.

Hvor stort er siteteamet da?

Vi er 30 mann på to kontrakter. Når Heidrun er ferdig blir vi sittende litt under 20. så arbeidshverdagen handler om å følge opp kontrakten. Styre siteteamet. Vi er kommet i bygging nå – vi begynte å bygge i juli og året før der så har vi vært i sånn engineering og designfase. Så har hatt engineeringsrollen og har den for så vidt ennå. Men min arbeidshverdag går på å ha ansvar for aktivitetene her på sitekontoret. Jeg har en konstruksjonsleder

under meg som styrer de spesifikke aktivitetene ute på verkstedet med bygging og XX installasjon. Og så har jeg ansvaret for å følge opp selve skipsbyggingskontrakten hos Samsung. Så det er i kort fortalt så ligger det fryktelig mye arbeid her altså. Det vi har kontraktet det blir bygd og det får...

Er det stor forskjell på hvordan det fungerer her kontra hvordan du ville gjort et annet sted?

Ja og nei. Hvis vi hadde fulgt den samme strategien et annet sted så ville jo de som hadde vært kontraktør sagt at dette er kontrakten vi har - de vil prøve å levere minst løsningene. Billigst mulig i forhold til det den prisen som er for vi har en fastpriskontrakt. Lump sum. Og da vil jo de prøve å øke sin fortjeneste og øke scopet sånn at du kan hevde å få økt verdien på kontrakten. Mens vi på vår side vil jo si at vi har betalt for dette som vi mener er mye mer enn XXXXX. Så utgangspunktet nei.

Så samme type drakamp?

Ja, men hvordan drakampen hadde funnet sted den tror jeg ville vært forskjellig. Dett ligger litt i kulturen også.

Kan du gå litt mer inn på det?

Koreansk kulturen... nå er vi.. nå har vi havnet på skipssiden av verkstedet her ... fremdeles delt opp i to divisjoner. En skip og en offshore. Den tror jeg kommer til å bli borte om noen år. Vi er på den skipsdelen som er vant til å bygge skip som går i vanlig fart. Og det har noe å si med mentaliteten med de som bygger for de vet at en reder som bygger r en båt. Det er forskjellige typer redere. Det er de som er rene spekulanter som bare kjøper en asset og et sertifikat som kanskje er mer som – ikke er interessert i båten men verdien av den for å selge den videre. Og så har du de som driver mer organisert fart som Mærsk konteinerfartøy. De har en lang strategi og ... er opptatt av vedlikeholdskostnader og livssykluskostnader og sånne ting. men de som er spekulanter de kan du si ikke er så opptatt av hva som skjer her for de vet at en ått med en del mangler og feil den går i dokk. det er klassisk systematikk så går den i dokk ofte. De er ofte i havn – du kan gjøre reparasjoner og det er kanskje viktig for dem å få båten ut enn at båten har riktig kvaliteten som..

Gå i dokk – det vil si ferdigstilling eller ...?

Nei den klassesystematikken for skip den er sånn at du egentlig et sertifikat på båren som viser at den holder standarden som den skal være internasjonal standard – du har internasjonale regler. Klassesystematikken som tilsier at du har en gitt kvalitet – sertifikatet er ikke gitt bare en gang. Du må gjøre periodiske vedlikeholdsinspeksjoner for å opprettholde. Og en av dem er at du skal i dokk for å f.eks. gjøre inspeksjoner på maskineriet og sånne ting. Og i sånne regulære dokkopphold så gjør du også mye vedlikehold som kan utføres på steder som det er relativt rimelig for en sånn reder å få gjort. Mens vi derimot skal ligge 30 år på site – vi skal ikke i dokk. Hvis vi skal gjøre reparasjon så stenger vi ned ett felt – produserende oljefelt. Som har en oljeproduksjon på peak på 85 tusen fat om dagen – det svir. Så der har du litt av kulturforskjellene her - at vi kommer med et offshoreprosjekt på skipsdivisjonen. Og så må vi få dem til å forstå at den kvaliteten vi etterspør og som står i kontrakten vår- det er en grunn til det. Det er ikke for at vi skal være - vi skal ha mere valuta for pengene altså. Vi skal ha kvaliteten som vi mener vi har skrevet under for i kontrakten. Så har du på den rent kulturelle biten det er at koreanere har en forretningsmodell som ligger langt tilbake i tid som er at man har en kontrakt som – for å si det litt overordnet – kontrakt det er bare utgangspunkt for videre diskusjon. Mens vi tror på den skrevne skrift sant. Og kan gjerne tolke skriften men det er skriften som er grunnlaget for hva vi er enig om. Og der møter vi utfordringer altså – det gjør vi. Så de vil prøve å uthule – de prøver å diskutere – de vil prøve å bruke veldig mye tid på det. Og det ligger i kulturen – diskusjonen er viktig for dem. Mens vi er lite interessert i å diskutere ting som er helt åpenbart. Så det bruker vi mye tid på. Jeg tror ikke du ville gjort det samme hvis du f.eks. hadde bygd det samme på et europeisk verft. Du hadde fått veldig mye diskusjoner om kontrakt – om penger og tilleggsordre og alt sånt – men på en annen måte.

Tror du ... statoil har ganske mye aktivitet her nede – tror du det er noe dere er flinkere til enn de som kommer hit for første gang?

Jeg tror at statoil er akkurat som alle andre – at vi kom hit for første gang og trodde at nå skulle vi gjøre veilXXX. Og vi begynte jo – begynte jo... den perioden her så begynte vi med Valemon. Og så har vi disse FSUene og så

har vi Mermer XXXX og XXXXX. Så jeg tror at utgangspunktet var at vi mente at vi var mye bedre enn de andre og gikk i – hadde den samme bratte læringskurven som alle andre har hatt. Nå tror jeg at Statoil er bedre forberedt til å gjennomføre resten av scopet sitt. Men det er klart det kan sikkert ære en del strategiske beslutninger som ville ha vært annerledes- hvis de var tatt for to tre år siden så ville det vært annerledes hvis du skal sette sammen kontraktene vi har hatt. Jeg vet at Statoil har jo Johan Sverdrup. Det er jo fire svære plattformer ikke sant hvor to av dem er satt mens de to siste har man en egen strategi for. De to første er vel mer sånn EPC varianter ikke sant. Den gikk til Apen nå. Den har vel Apel en EPC ansvar for å levere.

Det vil si?

De gjør innkjøp, de gjør konstruksjonen, og de gjør engineering.

Så der er Statoil mindre direkte involvert? Eller?

Ja... jeg vet ikke hvordan de helt er satt opp, men klassisk sett er vi mindre involvert da. Du monitotrerer kontrakten din, du monitorerer underleverandører som har veldig stort ansvar. Mens på Johan Sverdrup så har man sagt at det som ligger an nå – de to siste plattformer – det er en prosessplattform – en sånn riseplattform – skal være rene fabrikkkontrakter. Det betyr at det er satt allerede en engineeringkontrakt til Aker Solutions som får finansvar for konsept. Og så blir da designet overlevert til en kontraktør som har egentlig bare å bygge. Skal gjøre lite innkjøp – de skal bygge. Og de er sannsynlig blir satt her. Og det kan du si er en læring

– for da gir du mye mindre scope til – eller du gir det scopet til de koreanske verkstedene som hvis de blir valgt da – som vi vet at de er god på – og så får de mindre av det vi vet de er svake på. Da har vi justert strategien altså.

Vi har hørt litt fra DNV at designgreiene er ofte der det er diskusjoner.

Design er de svake på. XXX er du dårlig på. De er veldig gode på enkeltelementer av – det er engineering også – å bygge skip – oljetankere, stål og struktur – maling og sånt. Men når det kommer til litt mer kompleksiteter-helheter – så er de dårlig altså.

Hvor stor grad av tverrkulturell – hvor tverrkulturell er team Statoil her og teamet til verftet.

Vi er tverrkulturelle for det at vi har mange lokale inspektører ansatt. Det er en virkningsfull strategi fordi at det er mye som går på detaljert nivå som ikke vil fungere hvis du kommer inn med en engelsktalende person. Man må snakke med sveisere for eksempel. Da må du rett og slett kunne språket. Og kunne vite hvordan verkstedet jobber og kunne utnytte de kulturelle fordelene de har. Vi har en god seniorpolitikk her for eldstemann er jo 72. og alder i Korea har veldig mye å si – status. Og de har da ganske stor innflytelse på grunn av sin lange erfaring, alder og kunnskap. Og lokal kunnskap og språk.

Han er koreaner han som var 72 år?

Ja. Så har vi en som er ikke så langt under heller. Og så har vi i tillegg til det så har vi en inder, vi har hele det skandinaviske spekteret, så teamet er tverrkulturelt. Samtidig så skal vi på Mermer feltet i UK så vi har briter også. Mens Samsung er mindre tverrkulturell. Det er noen som kommer inn – de trenger kompetanse på et par disipliner i engineering. Og de har skjont sine svakheter og begynt å leie inn fol som har erfaring fra offshore – fra Europa. Og det er noen dyktige indere som sitter i engineering-administrasjonen til Samsung. Og så ute i produksjon så er du at der leier de inn mye. Det gjør de. Men å si at de er tverrkulturelle – nei. Hvis du tar en titt på den koreanske kulturen – det er litt viktig å forstå – Korea har vært et særdeles lukket land helt inntil 80 årene altså. Og fra der begynte det sakte å åpne seg opp litte4grann for internasjonal handel for – reising av sine egne – så er det en kultur som har levd helt – nokså isolert. Sånn at endringer i kulturen går mye saktere her enn det har gjort hos oss.

[pause for å snakke med Bae fra Samsung]

Hvordan ser du på den omstillingen Norge har hatt på 70-tallet. Hva er det du tenker på?

Nei jeg tenker på samfunnsutviklingen. Det er veldig vanskelig å sammenlikne- vi har hatt en voldsom utvikling i sokkelen – vi har utviklet velferdsstaten. Men det har vært for et formål – frigjøre flere hender til å bidra i arbeidslivet som vi har hatt behov for. Du har hatt en verftsindustri som har mer eller mindre lagt ned ved å gått over til et mer sånt kunnskaps tjenesteytende industri - olje og gass industrien som har kommet voldsomt opp som har krever et annet type arbeidskraft. Og vi har hatt behov for å utløse arbeidskraftreserver i forhold til utvikling av velferdsstaten generelt. Befolkningsutvikling. Men og der har vi vært villig til å gjøre det. Viljen til å gjøre det her betyr endringer i den koreanske kulturelle måten å tenke på. Familiestrukturer og sånne ting som er noe helt annet enn det vi er vant til.

Hva er det du føler er hindrene de har?

Det er vel en strekt forhold til egen kultur tror jeg.

Men... folk som må... for å gå en sånn utvikling – hvilke elementer i kulturen er som gjør det vanskelig?

Jeg tror det er - hva jeg tror – det kommer historisk sett av at de har en veldig strekt forhold til sine foreldre, sine forgjengere da. 4det ligger litte grann i buddhismen og den konfusianske filosofien deres om at man hele tiden fokuserer bakover. Og så ser de ville ikke vært her i dag hadde det ikke vært for dere og alle sånne store høytider og sånn det handler veldig mye – ikke tilbe – men respektere – du skal vise at du setter pris på dine forfedre og... det er mange kulturelle samlinger bygd rundt dette. Og det betyr at hvis du skal endre en familiestruktur eller en sånn... fra en generasjon til en annen, så er det – de har jo generasjonskløfter de og sånn som vi har det – men generasjonskløftene blir da større og skal ... det blir vanskeligere å løsrive seg fra forrige generasjon. Tror jeg. Ergo så tror jeg dette kommer til å gå saktere. Og så forskjellen mellom mann og kvinne – likestilling og sånn. Det er noe helt annet her enn det er hjemme.

Det er på en måte – det vil hindre folk fra å sette foreldrene på gamlehjem og ungene i barnehage og jobbe begge to?

Fryktelig vanskelig altså. Men det kommer til å skje. Det kommer til å skje. Fordi at de opplever den samme demografiske utvikling som vi har gjort. Folk blir mye eldre, det blir færre barn som fødes, og folk lever lengre – de trenger mer pleie og hjelp. Så de er nødt til å gjøre noe. Når folk skal gis mer pleie så trenger de flere hender til å jobbe i sånne type yrker. Og det har de ikke.

Da er det jo spennende å se hva som...

Dette er mine refleksjoner rundt dette her da.

Jeg er litt ute av tråden på hva vi har diskutert og hva vi ikke har diskutert.

Vi snakker litt om prosjektet og hvordan de opplever samarbeidet med utenlandske kunder da. Sånn som jeg har forstått denne runden her.

Har du noen kommentarer rundt det som ble sagt her [Samsung] – jeg vet ikke hvor mye du hørte på det.

Jo altså han sier jo f.eks. – bare ett av punktenesom han sier – dette med rapporteringer f.eks.. feil og åpenhet rundt det. Det er nok sikkert bedre i Samsung enn i andre steder, men det er langt fra riktig altså. Langt fra riktig. Eller du kan si det sånn som vi opplever det så er det langt fra riktig. Det at man har en åpenhet internt – jeg tror ikke noe på det. Men at man har en beslutning å ikke fortelle oss det f.eks. – at man legger en strategi for oss som kunder.

Det Nevnte han vel så vidt at det vil ikke gå utforbi selskapet, men prøve å få det til...

Ja ,fordi at viser da mange klassiske eksempler på at – sånne åpenbare feil som gjerne plukkes opp av oss – de er ikke kjent- og de vil prøve å dekke det til så lenge som de kaan for å ikke åpne opp for en sånn blame situasjon. Og når det først blir helt åpenbart for dem at dette kommer de seg ikke unna så skjer det noe.

Har du noen formening om hva som gjelder selskapsmessig – strategiske – å la være å si det til dere – og hva som ligger mer sånn personlig – la oss si en arbeider ikke vil innrømme en feil.

Jeg tror det ligger mye på det at arbeidere ikke vil innrømme at de har gjort feil. Vi har flere eksempler på noen som har gjort klassiske bommerter i Samsung som – eller vi har to eksempler – he is no longer with us. Kulturen er ganske hard. Det er det ikke noen tvil om. Det er ikke så mye rom for å gjøre feil altså. XXX du ser jo også det har vært ganske tøffe endringer her i toppledelsen på Samsung. Så har det vært fryktelig tøffe endringer i toppledelsen i Hyundai – for noen måneder siden. Så den blame-kulturen er nok der altså. Men den er jo kontraproduktiv så at de har et ønske om å gjøre noe med den det tror jeg på men tror de har en lang vei å gå.

Har du erfaring med de andre... siden du sier Samsung er litt bedre.. har du erfaring med de andre verftene eller?

Ikke så mye. Jeg har jobbet i DNV før jeg kom.. eller jeg har vært i Savan Marine og så kom jeg til statoil. I Savan i Korea ... si det ligger litt i den koreanske kulturen.

Vi har vel fått inntrykk a det – at det er litt problematisk med å oppdage og håndtere feil.

Ja de har veldig vanskeligheter med å si at er har det skjedd en feil – og jeg har ansvaret for den.

Tror du det på en måte er en utslagsgivende faktor i forhold til det at det blir forsinkelser her? På prosjektene.

Neeeei, ikke sånn... nei jeg tror ikke det. Jeg tror det er mer snakk om måten de er organisert på. Og at de tar på seg oppgaver/ansvar som de \ikke er kompetent til å gjøre. At de er mer sultne på å få kontraktene enn... XXX virkelig et dypdykk inn i sin egen navle for å se om klarer de å holde forpliktelsen. Det har litte grann med å gjøre med at det i utgangspunktet handler om kontrakter og kontraktsforhandlinger sant. For det blir ... også strategisk spill ikke sant – for du kan jo komme ganske lite skadelidende ut av en sånn forsinkelse hvis du får en desperat oljeselskap til å betale for seg for at de trenger den installasjonen sin.. og de ser det at ved å komme incentiver som er velkjente da.. kommer du med gode nok incentiver så skal du få dette til at konsekvensene ikke blir så store – eller at konsekvensene ved å forsere mindre enn ved å være harde og la de jobbe seg ferdig.

Sånn sett så.. er jo det kanskje ikke de som taper så mye på å selge prosjekter som de ikke er i stand til å ta eller?

Nei, det kan komme an på, men de kan brenne seg ganske kraftig også. Sånn som Hyundai gjorde i fjor. Hyundai gjorde det i fjor. Et voldsomt, voldsomt tap.

Med Goliat eller?

Nei ikke bare med Goliat – på hele verkstedet – det er ganske stort.

Ja du mener hele verftet tapte? Og det er på grunn av at de klarte levere det de skal. OK. Hvor viktig for dem er det å opprettholde tilliten?

Til oss?

Nei nå tenker jeg mer sånn tilliten til sitt eget selskap. At andre selskaper ser på.. rykte... alt ble forsinket der så...

Jeg vet ikke – det synes jeg er vanskelig å svare på. Jeg vet ikke hva de tenker.

Nei. Tilbake til tilliten mellom dere da – mellom Samsung og...

Ja den.. vi er nødt til å jobbe på en sånn måte at du skaper en tillitsfull relasjon til dem. Det som er viktig i en sånn koreansk setting er å opptre på en sånn måte at du får motparten din til å føle seg relativt trygg. Det som han nevnte med nykommere da – vet ikke helt om han mente på koreansk side eller på en sånn vestlig side da med at på første møte så er de veldig forsiktig. De er veldig forsiktig med å – de sier de er redd for å gjøre feil – men det man egentlig koreanerne prøver på det er å finne ut hvem er du, hvilke egenskaper har du og hvilken rolle har du i forhold til meg – eller forhold til de andre da. Så derfor er de veldig forsiktig i det første møtet. Og hvis du da opptrer på en sånn måte at de føler seg ukomfortabel så tar det mye lengre tid før du klarer å bygge den relasjonen.

Hvilke type ting er det man må gjøre for å unngå at e blir ukomfortable?

Nei... det er vanskelig å si, men jeg tror vennlighet – tydelighet og vennlighet er viktig altså. Og du kan få dem til å slappe av - forblide en dialog, relasjon. Men det er viktig å holde den relasjonen i gjennom et sånt samarbeid. Selv om man er ganske uenig og selv om man kanskje ikke har så stor tillit til hverandre så i en norsk setting da så bruker vi relativt klatr tale – tydelig, man sier hva man mener. Du kan pakke det inn slik som britene gjør eller så sier du det direkte – det har er ikke godt nok, du må gjøre noe med det – så vil jo motparten si at det er jo i henhold til hva vi har avtalt – nei det er det ikke – og så kan du diskutere der i fra eller så kan du si at dette ikke er godt nok så kan motparten si at – jeg ser det, vi kommer til å gjøre noe med det. Mens tar du det opp på den måten med koreanerne så trekker – de kommer rett over på defensiven og argumenterer imot at – nei. Det er mer følelser i det enn det egentlig er – det er ikke business. vi skiller veldig på forretning og privatliv, men det tror jeg nok ikke de.. passer like godt i den koreanske kulturen.

Sånn som man sier det – company first og family second – er det noe som... tror du det kan være en årsak til de tar det mye mer personlig?

Ja. Det tror jeg. Selv om også så tror jeg det familieaspektet det er også viktig altså. At i en sånn familiesammenheng så er det å beskytte familiene.. det går på noe i den koreanske kulturen som heter – de har mye større sånn gruppentilitt – en gruppedynamikk – men vi er mer individuelt orientert, selv om vi også er orientert mot grupper så er de mye mer fokusert på den gruppen – at de står mye mer sårbar som alene, mens i gruppen er de sterke. Og det ene kan være familieorientert, eller liksom at nasjonalitet, identitetsorientert for flere. Og så har du selskapet ikke sant. Du ser sjelden at en koreaner går alene et sted – de går alltid flere. De opptrer i grupper altså. Så selv om den ene er sjef og toppsjef gjerne også, og den andre er mye lavere ned, så hvis det ikke handler om oppgaver relatert til deres rolle så er de som en kompisgjeng som går rundt altså.

Vi har jo sett at når vi har gått rundt i byen her at de går jo i jakkene sine og sånt.

Hva tenker du i forhold til det liksom sånn prioriteter? Har de de samme prioriteterne som dere?

Hva tenker du på?

Tid, kvalitet – balansen

Skulle gjerne ha sagt ja. Men jeg føler at de er organisert på en måte som – altså Samsung er et kjempestort verksted. Og tradisjonell skipsbygging er ikke en komplisert oppgave – i seg selv ikke komplisert teknologi involvert, ikke sånn rakettforskning. Men det som er vanskelig med skipsbygging det er logistikken. Å få riktig ting til riktig tid, riktig sekvens og ikke noe stopp i sekvensen. Og det man tjener penger på det er masseproduksjon. Så det er en avansert fabrikk ikke sant. Stor fabrikk. Så det som er veldig viktig det er å ikke forstyrre prosessen for da taper tid, da taper du penger og hvis du får stopp i et ledd så får du store konsekvenser altså. Så ja de er opptatt av det, men de er også opptatt av å få prosjektene inn i sine tilpassede, eksisterende form for metoder. Så når vi kommer med et lagerskip som har ganske høy standard av – ganske krevende spesifisering – så prøver de alt det de kan for å klemme den inn i sin eksisterende produksjonslinje altså. Og det går ikke. Og det oppdager de ikke tidsnok at vi ikke kommer til å akseptere. Ergo så får du en mye sånn diskusjoner og mye plunder og heft som koster til slutt Samsung mye penger.

Hvor viktig er det at dere må forstå deres prosess og situasjon?

Det er ganske viktig fordi at du kan ikke gjøre sen-endringer på det. Det må du være bevisst på. Og du må.. det er en balanse å vite hva du kan få til og hvor langt du kan presse dem – forhandle for eksempel – og hva du må backe ut på. Så du må være ganske sånn – hva skal jeg si – pragmatisk og løsningsorientert, og ha en 4relativt rask beslutningsprosess for ikke få ting til å stoppe helt opp.

Føler du at dere må speede opp beslutningene her kontra hva dere ville gjort vanligvis?

Ja det blir vi tvunget til å gjøre.



Går det på bekostning av noe eller? Hva er konsekvensene av det?

Det er jo alltid et spørsmål om du – hvor kvalitetssikker skal du ha en prosess. Så hvis du vil forenkle og legge strategi om at hurtighet er viktig så legger du også åpent for at her kan det komme feil altså. Som vil koste deg penger altså. Og kommer dem så tar vi dem – kommer de ikke så må du leve med det produktet du får basert på den strategien du har.

Spennende prosjekt. Hvordan er det med kunnskapsoverføring? Er det mye de må lære for å kunne gjennomføre de prosjektene som dere ber dem om?

Ja mellom prosjektene?

Ja nå tenker jeg mer sånn – hvis de tar på seg prosjekter som de egentlig ikke kan lever. Går det på at de ikke har kunnskapen til å levere de – og i så fall, hvordan får de den kunnskapen sånn at produktet til slutt blir ferdig.

Ja det er mye vi som driver det frem da. Vil jeg si.

Så da... vil du si at da er det deres nøkkelpersoner som gjør det og besitter det kunnskapen – og så etter prosjektet er ferdig – eller har Samsung gjennom dette tilegnet seg mulighetene for å lage et liknende produkt til noen med mindre kunnskap på kjøpersiden?

Det vet jeg ikke altså – det blir bare synsing. Jeg tror at erfaringsoverføring i Samsung er relativt dårlig altså. Nå skal ikke vi fremheve oss til å være noe veldig bedre, men jeg tror ikke det er gjennomgående bra altså. Det tror jeg ikke.

Er det noe som dere har som bevisst strategi og forhold til – om dere ønsker eller ikke ønsker å...

Ja nå har vi XXXXX mellom disse to prosjektene, altså Heidrun leveres først. Så kommer Mermer FSU i kjølvannet og erfaringsoverføring mellom båtene har vi vært veldig opptatt på. Både internt og mot Samsung, men da sier Samsung at dette har vi kontroll på, men de vil ikke vise oss noe. Så derfor så blir det liksom vår oppgave å følge med og være tett på i forhold til at det ikke gjentar seg.

Men da prøver dere bevisst å på en måte å lære de... eller?

Nei, ikke lære, men minne dem på. Da forsvarer vi egentlig vår posisjon og kontraktuelle posisjon da. Jeg tror vi fokuserer så mye på at de skal lære det... vi tar vel egentlig for gitt at sånn læringsprosesser tar de ansvar for selv. Men der kommer den vestlige mentaliteten inn altså.

Hva er den vestlige mentaliteten?

Nei at vi forventer at du har en kontinuerlig forbedringsprosess og erfaringsoverføring. At man starter med hva kan vi lære av de tidligere tingene før vi setter i gang og sette opp en 4risikobilde og så legge en strategi ut fra det risikobildet du har. Det er jeg ikke sikker på at Samsung eller koreanerne gjør i samme grad.

Er dette ting som Statoil har en formalisert prosess rundt eller er det mer basert på..

Vi har våre egne formaliserte prosesser rundt det, men vi har også tvunget – eller tvunget og tvunget – Samsung til å etterlikne det – og det har de på en måte gjort, men vi er fremdeles usikker på om det er noe de viser oss for å vise at de har gjort noe som om vi hadde bedt om at båten er rød eller gul... men de gjør ikke noe aktivt.

[SPGR]

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Female	Statoil	Manager	Okpo	60 min

### Interview notes

Fikk ikke spør- de har for mange som tar kontakt i alle retninger. Må faktisk verne sine ansatte litt, men jeg må mer enn gjerne ta kontakt dersom det er flere ting vi lurte på. Alt i alt en god samtale med en reflektert leder – kom ikke så veldig mye nytt, men fikk gjentatt en del poeng vi har sett før. (mannen hennes, jobber i DNV GL) var også med og bidro litt til diskusjonen.

Som kvinne får hun mye oppmerksomhet

Må velge litt de sosiale arena hun deltar på, både i form av arbeidstittel og det at hun er kvinne.

Virket som det var mer ok at menn går på bar på kvelder, men samtidig har det mye med tittel å gjøre. Det er små forhold i Okbo, og det at hun er kvinne gjør at mange kjenner henne igjen.

Det er ikke mange kvinner i samme posisjon, men det er en utvikling. Verftet har også ansatt en kvinne høyt oppe. For bare 10 år siden var dette utenkelig. Viser til at Krohn Traaseth (Innovasjon Norgeleder) ble mer eller mindre plassert i et hjørne og forbigått da hun var der nede. Slet vist nok voldsomt med å få gjort noe i det miljøet den gang.

Stor endring i dette, på alle nivåer. Men mangler naturligvis mye i toppen enda.

Spiller med veldig åpne kort rundt sin posisjon og hennes mann. Må det – særlig opp mot DSME. Har vært problemfritt så langt, men de har vært svært beviste på det.

Eldre har veldig mye makt i Sør-Korea, men er ofte de som er dårligst på språk. Dette gir problemer, og medfører ofte at de sender en som er svært junior – men med tung tittel for anledningen – kun for at de trenger en som kan prate. Beslutninger blir flyttet til kulissene og det tar tid og er tungrodd å få gjennomført ting.

Det er veldig store likheter mellom Norge og Korea, og de fleste koreanere trives med å jobbe med norske folk. Felleskapet, det å vinne/tape sammen setter de pris på. Særlig dette med å tape/lide i felleskap er noe de holder høyt, framfor de som stikker av når det brenner.

Viser til at fks amerikanere er kjapt ute med "skitkasting" og "blamegame", av og til på grensen til så ufint at det er sjokkerende for oss nordmenn, og særlig for koreanere.

Framhever hvor viktig relasjoner er i Sør-Korea.

Valgte assistent basert på at hun har mange relasjoner, til alle de tre største verftene.

Bommer ofte på kulturelle ting, men jobber kontinuerlig for å bli bedre.

Vi har flere områder å feile på her

Kommunikasjon språk, kroppsspråk, og forståelsen av viktige kulturelle forskjeller som alder og tittel.

Tap av ansikt er det verste, det kan sitte i "for alltid".

Om du bypasser en ansatt for å få svar fra en leder (Gitt at du fks ikke liker svaret du får) kan du få en fiende for livet – ofte merker du at du blir motarbeidet i evig tid.

Fks tåles det ingen fleksibilitet i møtedeltagelse, de listene som er sendt ut i forkant er absolutte. Det nytter ikke å ta med nye, eller melde avbrudd like før, da blir det kaotisk og problematisk

Må passe på at de som er i møtet er på samme nivå, om en inviterer inn høyere/lavere lager det problemer, særlig rundt dette om hvem om skal få snakke og ikke. Dette blir tatt ille opp

Var igjennom Statoils eget lederskapskurs for multinasjonale operasjoner

"Eid av Berkley", foregår i flere land – fremheves som svært bra.

Jeg jobber med å få kontakt med denne professoren, som skal bo rett oppfor der jeg er pt.

Er personlig venn med professoren som har kurset

Derfor var hun her med en forelesning i helga.

Skriver dagbok (mer eller mindre hver dag) for å hjelpe seg selv med kritisk refleksjon og utvikling

Har selv endret seg mye, og ser at hun tilpasser seg voldsomt til konteksten hun er i.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Korean	Female	DNV GL	Employee	Busan	49 min

### Transcript

**Interviewer:** We're going to start out by you telling me your position at DNV GL; your, what you do.

**Interviewee:** I'm senior engineer in DNV GL for oil and gas. My normal job is technical [02:45]. Normally it is my client is Yard so I'm working for [00:02:54]. Usually, [00:02:56] for the structure. If you have any question I can reply to that.

**Interviewer:** We can start by talking about effective collaboration, the projects you are working on.

**Interviewee:** You mean effective collaboration between the Koreans and the Norwegians engineers. Actually, my group has no expatriate people so I don't have that kind of experience. Last year, I was working with some engineers from the Norwegian people among the current owner and some vendors from the Korean Yard and DNV GL. So it will be a little difficult to communicate among the four parties, but at the time my position is not the DNV GL. I am support to the Korean Yard because they do not have some experience in some special areas like [00:04:45]. They needed some support from DNV this year; actually not the Koreans but from Norway. Korea has a lot of specialist in that area so they needed some support from them. However, they couldn't come to the Korea where that project is so I had to coordinate between Norway and Korea.

**Interviewer:** So you guys are sort of a facilitator? Maybe I misunderstood. Did you help the Norwegian team to collaborate with Yard?

**Interviewee:** Yeah, but Yard needed to some help from Norway.

**Interviewer:** And you facilitate that?

**Interviewee:** Yeah. I'm not sure but it is the time I have that project; I think it's mostly Korean people working in the Yard and they needed some project management between the vendor and the client is customer, their customer, and their shareholders. They don't have some competence for that area so they couldn't manage between the three parties so they needed some support from DNV GL.

**Interviewer:** Maybe we could relate most of the questions to that experience. Is that okay?

**Interviewee:** Yeah, it's okay. Yeah during the project it was really difficult to have communication between them, both the owner and the vendor. The owner and the vendor are from Norway. The owner and the vendor are from Norway. The owner is from the ENI and the vendor is from Shanghai. The name is [00:07:25]. I heard that the company is the main supporter [00:07:44]. My relation is between the owner and the vendor. I think the response from the owner and the vendor is a little difficult as the vendor is very... I have to wait for a reply from the vendor for a very long time. The owner, in this case, is the same Norwegian people. However, they are very quick to respond. I think the position is very important to the response for some answers to some questions.

**Interviewer:** You have to push for answers?

**Interviewee:** It is my [00:08:58] even though they are the same country and even though they have different positions; one is from owner and one is from vendor so the responses are very different. If someone is [00:09:21] why are there differences between the Korean and the Norwegian people? I

think that is no problem. I think nationality is no problem to have as a project team. However, it is the parties that are involved in the project. That is more important to have their project. That is my...

**Interviewer:** When you are working with the Norwegian parts, how did you make sure that the quality and the cost and everything are according to the project? How did you facilitate? How did you help them?

**Interviewee:** In this case that area is not my field so it is difficult to keep the quality for me. However, I got some help from the team this year, so my role in that project is to push them to get the correct reply from the vendor because most times the other parties are waiting for the response from the vendor; mostly because the project is vendor should be provided with some qualified [00:11:35]. The only thing that I can do is to push them to get to something.

**Interviewer:** Is it harder to push the Norwegians for answers than pushing Koreans?

**Interviewee:** This is a little bit different because my position is only the second part. So that means the customers push me to get to something, so I don't have the experience to push the South Korean people to get to something.

**Interviewer:** As a general topic, today you work only with Koreans on your team.

**Interviewee:** Our team is only Koreans.

**Interviewer:** Today?

**Interviewee:** Yeah.

**Interviewer:** The difference in getting information from the Koreans and getting information from Norwegians, is there a difference in it?

**Interviewee:** I think Korean people are prompt to respond. We are in the same space and time to sit would be easier to get the information from the Korean people. I think we can just call them and get the information. For the Norwegian people, I think we have more time to see each other. What that mean is we can see their **passes**, so what that means I there is a relationship which is why it would be easier to get information. If I request information to the Norwegian, if I know him it would be easier to get the information. It would be easier to call, to ask and request that. But if I don't know I have to write an email and then call him to get the something. I think it is very important to see each other when doing something.

**Interviewer:** Is that a difference with Koreans? You don't know. Can you just call them and get good answers without the relationship?

**Interviewee:** I think there is no barrier about the language problem. That is why it is easier; that is true.

**Interviewer:** So just to understand; you don't necessarily need a relationship, you can just know that this person has information and call them and get good answers.

**Interviewee:** Yeah. Sometimes we have some long period to get the reply. There are some systems in the Yard so they have protected some information for the secret problem, so we need some time to get this information together.

**Interviewer:** How do you work with that to get around or into the system? If it is a secret, how do you approach it?

**Interviewee:** The only thing we have to write to get some information [00:15:52] is that they have to be accepted to transport information to us.

**Interviewer:** Okay. How do you work with knowledge transfer in the team when you work with the Norwegians? I am talking about last year when you worked with the Norwegians as you have said you had to push them a lot to bring information. How did you work with that; email or phone, face-to-face meetings?

**Interviewee:** We have some open meeting with the people. Usually, to get this information is by email. We are using the email but it is the [00:17:17]. The important thing we arrange meeting to get this information. Importantly, we are in the same place as the owner, the ENI, so it would be easier to get the information. I tried to arrange the meeting [00:17:41]

**Interviewer:** Is it easy to get people to speak up in these meetings?

**Interviewee:** The meetings usually are video meetings so sometimes it is really difficult to get the correct understanding is the [00:18:03] because even though we are in the same space and speak in English, we are not in the same place and that's why we are missing something. In that case, we try to make the meeting memo and then request them to review to improve my summaries and... or [00:18:34]. I give this to the team members the corrected and...

**Interviewer:** Okay, so you check it out for everyone.

**Interviewee:** Yeah.

**Interviewer:** Does everyone contribute to help to fix misunderstandings?

**Interviewee:** Yes.

**Interviewer:** Okay. Do you feel that there is more misunderstanding from the Norwegians due to culture misunderstandings or is it language?

**Interviewee:** I think that is not the culture.

**Interviewer:** Mostly language.

**Interviewee:** Language is more important.

**Interviewer:** When you had to push Norwegians; you said you have to push them a lot, did you get your responses and correct answers or did they try to buy time and delayed stuff that they don't want to answer or 'please don't bother me'?

**Interviewee:** Part of that project is that we communicated with them by phone. I saw that it would have been a little bit easier to get some responses. However, I will send something as soon as possible by today or something like that. However, I need time to get a reply from them. I think they addressed it promptly and reply to my question. However, I have to wait.

**Interviewer:** I don't know how relevant this is but in the meetings, did you get practice to help them to share knowledge and to understand each other to solve problems and sit together? I'm thinking since you have to push for information, did you ever bring them together and have a sit down and let them talk together?

**Interviewee:** As I have mentioned, I'm not the right person for that area. The other people are quite the right person for that area so I think certain things I can share the knowledge but the deeper questions...I can explain some things but it is a little bit difficult to get the correct information from my side. With the project I have some support from **00:22:02** in DNV GL. So there are some specialists in that area so in that case I try to bring him to have the meeting because I can easily mislead some information. So I don't want to do that so that is why I have recommended him to the meeting.

**Interviewer:** Do you feel that there is a difference with talking to managers, leaders? If you talk with team members with the same rank, is there a difference to talking with people with a higher rank, like talking to high level executives regarding information?

**Interviewee:** I think yes, there is some difference between the ...

**Interviewer:** The layers.

**Interviewee:** Yeah, layers, so it would be easier to ask **00:23:30** some smaller queries. Many questions, if he is the same level as me so it is easier to ask him something even if he is not the **00:23:50**.

**Interviewer:** Okay.

**Interviewee:** But if he is at a higher level than I am, in that case, when I have a question for him, I will have to revise my question several times because I don't want to make the mistake with him. So I think, yeah.

**Interviewer:** Is there a difference between the Koreans and the Norwegians?

**Interviewee:** It is the same.

**Interviewer:** Just to understand from our perspective, do you feel with Koreans you have a place today? Do you have your own team?

**Interviewee:** Yeah.

**Interviewer:** Are they eager to ask you? Do they come to you and ask a lot or do they work by themselves with problems?

**Interviewee:** The **00:24:56** is if I have a question or it is something we have to ask him the **00:25:02** and then after that we couldn't get the solution then we...

**Interviewer:** Okay. Do you think they find it easier to ask you; your employees? Do they always ask you before they go up or do they go directly up?

**Interviewee:** I don't understand correctly.

**Interviewer:** If I'm your employee and I am struggling, is it okay that I go directly to someone and ask or should I go to you first?

**Interviewee:** He is my team member on the same project. If he has some problems he asks me to get to someone.

**Interviewer:** Is it you then who ask someone else or...?

**Interviewee:** The project is a big area so in some parts I can serve them, but in some areas I can't do that. At that time I accept that he goes to him.

**Interviewer:** So he needs to clarify it with you.

**Interviewee:** Yeah. But if he has to give information about his problem they have to inform...

**Interviewer:** 00:26:43].

**Interviewee:** Because my high level or head is Korean, now there is 00:27:07]. Our group is only Koreans. However, our head of department is Norwegian. The people are Koreans

**Interviewer:** Is that a big difference?

**Interviewee:** Not too much difference because at the time there is a Korean manager at the time our group is smaller than now. So my manager sometimes opens the request to talk of the status of project. Whereas now my group is bigger than before and that is why he is here and I am here, so there are two line manager and head of department.

**Interviewer:** Two levels.

**Interviewee:** Yeah. So it would be difficult to talk with him. During the break time maybe I can talk with him but 00:28:35] and not the project.

**Interviewer:** Informal.

**Interviewee:** Yeah.

**Interviewer:** Do you feel that there is a difference in Norwegian leadership style than Korean's and how is it different?

**Interviewee:** I think I don't have the experience. My line manager is Norwegian so that is why I don't have the experience talking with him about my goal for the year or my plan. But I heard it is easier to talk with Norwegian because with the Koreans there is a hierarchy-like society. So if I want to request something I have to think deeply. But because my line manger is Norwegian it would be easier to make my requests.

**Interviewer:** Easier to talk with him.

**Interviewee:** Yeah, 00:30:30]

**Interviewer:** So a lot of questions.

**Interviewee:** So it would be easier to talk.

**Interviewer:** Have you ever had mistakes or misunderstandings in your teams, both Norwegian and both the project and today? Do you feel that there is a difference in accepting mistakes? Do Norwegians accept mistakes in the project?



**Interviewee:** The size of the mistake is important. If it is a small thing, maybe Norwegian and Korean can accept the mistakes. However, there are big things. In that case, even the Korean manager can't accept that.

**Interviewer:** Okay.

**Interviewee:** Quality is very important in our company, so they request us to keep the 00:31:14 project. So the quality is very important and there is no difference between the Norwegian and Koreans quality case.

**Interviewer:** That's the same.

**Interviewee:** That is my... That is the same, but if 00:31:36 Korean people, my manager is Korean. In that case, he has much experience in my area. Even I have made some mistakes and he covered my mistakes with clients. However, now it is a little different.

**Interviewer:** Do they expect more from you?

**Interviewee:** I'm not sure if the difference is Korean or Norwegian because my previous manager is Korean. However, he is a specialist for my area. Now my high level manager is Norwegian and he is a difference experience than my side. That is why...

**Interviewer:** It is harder to cover.

**Interviewee:** Yeah.

**Interviewer:** Because he doesn't have the specific knowledge. I see. When you have misunderstandings, not errors but when you misunderstand each other, how do you work with that afterwards? How do you clarify stuff? If we leave this meeting now and we think we understood each other and a week later we saw that there was a big misunderstanding, how do we solve it?

**Interviewee:** That is possible. Sometimes there are some misunderstandings when he is speaking; every time I want to get to some confirmation about if my understanding is correct or not. So that is why I try to send an email as, to me, it is easier to clarify something. That is every time I try to make a memo and then send it to check if there is mistake or not.

**Interviewer:** If there is mistake, do you meet the guy or is it just fix it through email?

**Interviewee:** It is case by case.

**Interviewer:** case by case; sometime you meet and sometimes you don't.

**Interviewee:** My intention is that if I have some big problem I try to get a meeting to see each other. That is the best solution to get the correct solution. So I prefer to have the meeting. If it is a small thing then I use email.

**Interviewer:** Do Norwegians send emails to check up or is it only you who do memos? up on Do the Norwegians as this as a routine as well if they have to check misunderstandings? Do they send memos to you and to everyone to clarify? Instead of you sending a memo to the Norwegians or anyone else, does everyone send you as well?

**Interviewee:** Yeah, both.

**Interviewer:** Both sides.

**Interviewee:** If there are some specific items, I request them to make the memo and then I check if my understanding is correct.

**Interviewer:** Okay.

**Interviewee:** So the first thing is that I request that you make the memo, but the general thing is usually I...

**Interviewer:** Okay, so it depends. Nice.

**Interviewee:** Sometimes there are some interest has come to the Koreans to have those experience. 00:36:36 working this year in Oslo. So he came here to get some experience in Korea. I think there is no barrier to work with her because we are in the same space and time so it is easier to talk to get the solution, I think.

**Interviewer:** I saw that there was a poster downstairs by the coffee machine, a knowledge program in DNV

**Interviewee:** Knowledge Booster

**Interviewer:** Yeah, knowledge booster. Have you attended that yourself?

**Interviewee:** Not yet.

**Interviewer:** But you will?

**Interviewee:** I probably will.

**Interviewer:** Okay.

**Interviewee:** If I get the chance I will try to.

**Interviewer:** Where will you travel then? What is your dream? Is it in Norway, the U.S or...?

**Interviewee:** I hope to go to Norway.

**Interviewer:** Okay.

**Interviewee:** I really like the nature and the people of Norway.

**Interviewer:** How do you get accepted in that program that is there?

**Interviewee:** If I want to run a new business in this area, then I can apply to Knowledge Boosting.

**Interviewer:** So then you are allowed to travel somewhere.

**Interviewee:** Yeah.

**Interviewer:** Have you experienced the people who have done this?

**Interviewee:** Yes.

**Interviewer:** Do you notice any difference before and after this travel?

**Interviewee:** I'm not sure about it because the [00:38:41] who had been to Knowledge Boosting is that in the session there are two groups one is my group and the other is a risk assessment. So I needed to get this knowledge in other areas. They have many chances to go there to get their knowledge. My only problem is that it is only for 3-6 months.

**Interviewer:** Okay. So it is limited.

**Interviewee:** Yeah. I think, and this is just my opinion, it is a very short time to get the knowledge over 3-6 months because when I go somewhere I need time to adapt when I'm there.

**Interviewer:** Exactly.

**Interviewee:** My opinion is that I just started to get the knowledge and then I have to go to Korea. This is just my suggestion and it is that if we want to get some knowledge the time should be extended to one or two years. It would be easier to get the information and get [00:40:25]

**Interviewer:** Get more experience.

**Interviewee:** Yeah.

**Interviewer:** When Norwegian people go to Korea, are they good at adapting?

**Interviewee:** I think so.

**Interviewer:** We have heard that Norwegians think that there is no big difference between the Norwegian and the Korean culture. They feel that it is a lot the same and we have a nurturing culture and we have a collective culture. But still there are some differences.

**Interviewee:** I can't reply to that question because, as I have mentioned, always below Korea so I didn't get same information from same Norwegian people. I was just told that people who have already adapted to the Korean life so...

**Interviewer:** So you don't see any differences.

**Interviewee:** Yeah.

**Interviewer:** The last thing I am going to ask if you have attended any type of team building.

**Interviewee:** Team building? I'm not sure. Team meetings with my organization or ...

**Interviewer:** Yeah, mostly. That's the idea; if you have attended any team building program? Of course, Knowledge Boost is one but anything else more local?

**Interviewee:** I'm not sure if that is the team building that we have here. We have some workshops.

**Interviewer:** Okay.

**Interviewee:** Twice per year or something like that. The purpose is to get a good relationship between the employees of our teams because we also have the same problem with miscommunication and being misunderstood, even

knowledge to understand here and you small thing. So make to make a  
though we are Koreans. Actually, misunderstandings are made from this knowledge [00:42:56]. It is not the culture. We have the same as in even Europe, Norwegian and Korea; it would be easier [00:43:08] project. However, we are the same Korean. I am here and even I try to explain something but [00:43:22] there are some big differences. Those things would make us mistakes and misunderstandings. So I think the best thing not mistake is knowledge.

**Interviewer:** Okay, thanks. Before we finish up, do you have any question for us or is there anything that we have asked about that we should know more about? Is it okay?

**Interviewee:** It's okay. Is there a big problem with the [00:44:23] culture or...

**Interviewer:** No, it's more like curiosity that we have this going on because we sometimes see in the media that cultures are failing and we see a lot of, in are general, outsourcing to different countries. We also see that people having problems with transferring knowledge between countries. Too often people blame language. We, kind of say, well we don't believe it is and language. guys have actually, have you have said, do they really make memos, do they do specific problem but it is just a general curiosity.

my had a are and of sure  
We are also doing, as we have mentioned, as survey. This is what we call a systemizing person group relationship. It is based on a theory that old professor has contributed and has worked with. Also, today we Korean professor with us but he had to leave early unfortunately. We wondering if you would help us to fill out this Korean questionnaire basically it will us give us ideas about your team behavior on a scale zero, one and two. Maybe The problem is I didn't read the...I'm not where it stands right here.

**Interviewee:** Sorry, program....

**Interviewer:** Group relationship. What you would be doing more or less is to give us some indication on the dynamics of the team.

## Information on Interviewee

<b>Nationality</b>	<b>Sex</b>	<b>Company</b>	<b>Position</b>	<b>Office</b>	<b>Interview length</b>
Korean	Male	DNV GL	Employee	Busan	50 min

## Transcript

Interviewee: 0:04 it is just communication with the yard customer, in the end the communication return onsite also undone and representing 0:18 in 0:20 and as a part of the technical issues the coming up from the onsite I just need to 0:26 as quickly as possible. And also I just handle 0:32 issues which is consult the 0:35 project and operation. This is original, beyond initial contract.

Interviewer: So do you work mostly individually towards this or do you work in a team?

Interviewee: I might just put the post project. So I am handling the post project 0:56 here.

Interviewer: But when you are interacting with the ship yard and the owner and all that is that part of the team or is it just like....?

Interviewee: Part of the team.

Interviewer: What kind of team is that? What kind of nationality is it; can you say something on that?

Interviewee: The issue, we have a separate team which is covering publication survey on board there CPS and respectively here. One of the delicate teams from FSO on which five persons and two persons, myself and above, my director and just under me those of us that are covering the post project. And also team in London and 1:43 we say 1:44 centre and also there is another team and a part of it, the project also the other team in Busan and they are also a 1:53 centre and they are taking care of this part of this project. Based on all the teams here more so here is Korean and Singaporean and here Vietnamese and there Polish and Korean and London and British and Spanish and Italian; a good mix.

Interviewer: Do you feel that sometimes being different nationalities can lead to misunderstanding sometimes? Or is there a difference working with foreigners other than working with only Koreans?

Interviewee: Yeah, of course. There is a great....sometimes it is difficult it is a mix with a different culture. Different culture means if you say something...personal style, working style and the other one is you know office style. And the other one cultural things, the country sometimes quite different.

Interviewer: Do you have any examples?

Interviewee: Different type of working style and also different kinds of instruction from management. Before we were talking on ways of culture in the company, they are the senior guys there, this is from the manager. And the manager quite understands what is the policy and philosophy or vision or things like that from here the company and this is bound to individual engineers. And even more to you say difficulties when we work together is that for instance here, also this is related to the place where we are sitting. We are sitting very close with customer and we know this, what they need, what they fear from us. Sometimes very hot and sometimes very cold and what the other one sitting very far different from here. They are very different, how can I say, they feel different temperature than here, there is a difficulty. Because all the time we have to very much push the two expati are there, they do not care. For instance we are talking about all the time production schedule and like that urgency but they are talking all the time quality. Both are equally important but the feeling is different, there is a difficulty.

Interviewer: When you say over there is that Dusan or Osolo or .....

Interviewee: Dusan is the same culture like this, the same timeline and the same orientation but, with the same 4:52 orientation but DMV London and a DMV Osolo they are under separate 4:58 structures as different management 5:01 and that is why they are totally different in interests.

Interviewee: Okay, so when you say work culture do you have any specific examples that illustrate the difference in working culture?

Interviewee: One typical example here in Korea, like we have a long vacation and Osolo, especially Osolo July...

Interviewer: Is very quite.

Interviewee: Oh yes, was almost empty, that is a typical 5:31 and the working hours. Also the DMV all of the issues in the DMV we are now stressed very much, life and work appearance is normally Korean they do not care. That is why their expectation to our service is very high.

Interviewer: How long hours are you normally expected to work?

Interviewee: It is normally...they want us to work the same as there, same as them. Because they start working 7:00 and finish around 8:00 and 9:00. Even holiday let 6:13

Interviewer: It does not matter.

Interviewee: Does not matter you know sometimes they arrange meetings in 6:17 and so if you just delay the 6:22 to another day then they say why? We are working today. That is one of example.

Interviewer: How about like on a daily basis like between persons are there any differences there?

Interviewee: We communicate on a daily basis, every time, whenever we need..on the phone mostly and sometimes it is many other case there is some that is also different and you do not find it here in same culture. In all the email they put urgency or urgent top priority and this is thing that leads to the production then everything is hurry up. But while here London is that is alright does not care only focus on the quality and if you want issue something kind of 7:26 quality you have to give us enough time to look at it. But here at the production site they do not care just quick, quick, quick.

Interviewer: But then sometimes they have to reduce on the quality to be able to meet their deadlines at the ship yards? Do you have any impressions on that?

Interviewee: Quality and the schedule is most equally important. And it is basically quality level equalling to 7:57 and that is the basis on the tower there is a certain level of quality and hurry up and strict schedule.

Interviewer: So the difference that you and the DNV then is quality maximum all the time?

Interviewee: Yeah, all the time quality maximum plus some additional service.

Interviewer: But are there any interpersonal differences like working with the Koreans, when you work with foreigners? Are there any things that you consider or do you act the same way?

Interviewee: It is not simple issues also I had to talk to about the educational system here. And we say Korean education system; we are educated to say yes or no it is very quick, like digitalized 8:56 or one. Because this is culture you know 9:01. That is why we our friend is developed to find yes or no, yes or no means that is the region. If we have a certain problem in front while this is in a 9:19 while the other side and the other cultures and just thinking why? Like a little bit on the academy side that is why also in these days we are very much focused on proactive and social oriented attitude and things like that. Academic 9:44 is not enough to influence our customers.

Interviewer: But when you say it is yes or no what is that like...

Interviewee: Quick decision, they all the time all make quick decision.

Interviewer: Quick decision, yes or no, but then are there ever any misunderstandings between the cultures like if they ask something and then you say yes or you say no and then the other part is misunderstanding?

Interviewee: This is also due to the kind of way of expression.

Interviewer: Exactly, can you tell us something about that?

Interviewee: This is an open happening where a community issue in Osolo, London and sometimes the side here they do not understand what those mean. This is kind of why is there engineers from Europe and they just issue, describe very general things then belief they will understand. And the proper react to their comment but these guys they want more specific guidelines.

Interviewer: The guidelines are fussy in general do they answer yes or do they say give us more details?

Interviewee: This one, three point, this one, this one, this one, this one to be supply or to be answered instead of generally blah, blah or this thing, like that; this is different.

Interviewer: On a more daily basis if you ask someone can you fix that? Is it a difference between how they answer like if they answer yes? Is there a difference between Norwegians maybe or Americans or Koreans, do you know anything about that?

Interviewer: Maybe just the DMV Osolo, we have been working a very long time like thirty years. Last year we had thirty years anniversary in Korea. I believe in the beginning that is many complaint maybe the different culture and different working style, it is now like fixed like this. I am sure we are very good at understanding, very of working the two 12:22 Korean ship yard, Korean customers. But this project also DMV London the people engaged this project, I think it is the first time where I am working now, this project. Now this is like a same new step like this conflict.

Interviewer: Okay so maybe they are experiencing the same problems as you did back thirty years ago. Can you exemplify that, what kind of problems?

Interviewee: Now, some people never hear the Korean customer expected to do that. They do not hear expectation from UK to Korean yard. That is why we need somebody to bridge between.

Interviewer: This is the gap, the level of what?

Interviewee: Expectation.

Interviewer: Expectations okay, alright.

Interviewee: Like me, there is need for me to liaise to make some bridge between.

Interviewer: To bridge the gap, okay and how do you do that? Who is changing is it the British with high expectations, do they lower their expectations or do the Korean culture part increase their .....

Interviewee: Sometimes these guys they like change this guy, and also this guy change this guy and this one also is very long history and pay very big orientation around 13:55 and they are all assistance has been all and long This from a separate company and they have own system, they do not want to change, that is why and the boss way is likely to change disguise to repeat this guy. And also like to translate message from them to repeat to this guy.

Interviewer: So you meet somewhere in the middle?

Interviewee: Yeah, it is not like you know one body to be changed to repeat the other way, it is not possible.

Interviewer: It is not possible, okay. Is there sometimes it leads to some misunderstanding with the 14:38. When an error occurs how is that handled?

Interviewee: We say this is quality case, in our system we just report internally in the system. This is normal procedure, meeting, we that concerned with the process and to repairs and 15:09 and meeting with customers and discuss the best way to solve as quickly as possible to save potential damage in terms of cost and things like that.

Interviewer: Is it accepted to make a mistake and is it easy for a person to admit when you discover that oh I made a mistake? Are there any incidents like someone trying to cover up their mistakes instead of reporting it right away?

Interviewee: First, our policy we have to make something that is transparent to customers and if you place any certain error in quality case we just offer to customer to get their advice. This is the best way to eventually deduce or say of course; this is target and this is time. We cannot buy time that is why target there and we have often trespass quality case and just brain storming and get a proper solution to achieve this target.

Interviewer: About on the construction sites in the ship yard is it the same there if they do something wrong do they admit it right away or for a person, for an individual is it hard to admit your mistakes?

Interviewee: There is a portional picture, just try to hide something if I make a simple mistake. But small things can be done like that, just smooth over but large one is becoming bigger....

Interviewer: And it will be seen eventually.

Interviewee: Our system, operate to our system, you report to brand manager and brand manager look at that and research issues immediatly to be offered to customer or just have to internally serve. One case, this is a big case and our office has to check and find this is wrong, we just take time to inspect the this is immigration or just some coast to be fair. Then I just enter to Samsung and explain a situation like this. Fortunately we just find very cheap solution there and case closed. This is one of very two 17:54 it is a tough market.

Interviewer: The difference is in working culture, does that relate to this acceptance of error and like personally you do not want to make any mistakes. Do you feel there is a difference between Koreans and....

Interviewee: I do not see any difference; we are working the same way. It is a very equal important issue; this is why we are still here in 18:27.

Interviewer: But not just within DNV but also in the other companies, same?

Interviewee: We do not compromise with the quality.

Interviewer: How about the leadership styles, I do not know if you have a Norwegian boss but do you feel there is a difference with how Norwegians are exercising leadership versus Koreans?

Interviewee: Ah, yes there is quite a difference. First the Norwegian manager style is quite different and very much minded and just respect; Norwegian culture is quite gentle not 19:08. While Korean culture people say this is very much 19:13 but this is due to production that is why we need to 19:19 but like engineering company style should be more gentle to get more ideas, fresh ideas. That is why this is natural I think.

Interviewer: What happens then when it is mixed like Norwegian bosses leading Koreans; you have Koreans leading Norwegians. Just as sometimes this leads to misunderstandings or conflict.

Interviewee: No because we have one target, one goal, from the company it is no problem to mix up Norwegian and management style and Korean management style. This is much better you know synergy effect by mixing together the 20:01 culture, the 20:03 culture and very fast this is what we say the 'T'; shaped this is general or this is deep knowledge in the 20:11 in the same way this is very vertical, this is very horizontal. This is good mix this can make some synergy effect.

Interviewer: But are there any, maybe not down sides but are there anything you have to pay attention to like for you if a Korean boss if you are leading Norwegians are there some things you have to take into consideration?



Interviewee: Yeah, 20:38 different style, because the Korean style like vertical, kick, this is to meet expectation from the customers and version manager store and like just wait we have to think. Like that, just fast and think only fast is not good and only think is not good; mix this is very good combination to fall together.

Interviewer: So if you tell Norwegians like this is wrong and you have to do this, you have to do it faster, like in a strict way...

Interviewee: Not that way.

Interviewer: Not that way, okay, but can you do that to a Korean and it would be okay?

Interviewee: The Korean it is wrong and you should do and you should correct this. But Norwegian style alright, this something like this, this is something like that but anyway you end up with the same result.

Interviewer: Same result yeah but there are some considerations you have to make so you actually treat them slightly differently then?

Interviewee: Different way of treating in the process, research is the same.

Interviewer: It is all the same, but it is the process that we are interested into and actually we have developed how people interact with each other in the team. For a team we could use answering a survey and then doing the observations, we can actually produce some out puts and this is one of them and this illustrates and this is one team, team A and we also have a different team, team B. And what it tries to illustrate is that we have different kinds of way people interact, this part here is suppose to be red and this is a bit more like, not conflict but opposition; people in opposition and trouble makers, we call them muffin. And this green part is more caring for each other and supporting and the blue part here is more control and rules oriented. And these bubbles represent individuals and the sides from the bubble represent how dominating that person is, so here we see that they are fairly equal size and also they are position in the same way so this is like a unified group. The team versus this team B is polarization so like these guys over here some trouble makers and you have like a dominant person and we believe this is a fact how the team is cooperating and their performance so we would like to do if it is okay with you. You rate the team that you are working in now, you can take one of them or if you want you can take both but just on a team level an average. So this is suppose to be done on an individual level, but I am not going to ask you to do that so no names or anything just in the first column if you could rate from zero to two, like these statements and like how your team is working together.

Interviewee: Okay, how many six or...

Interviewer: No just take one like for the team as a whole.

Interviewee: Okay, hold on. It should be number here.

Interviewer: Yes, this number here. To your team or just get approval by their manager so we can do a more like get the whole team to help each other it would provide a more detailed information for us. One last thing I remember now is some of our interviews we talk a little bit personal relations, if that is important or not important do you have a short take on that? Business relations is it important or necessary to do some kind of outside work if it is eating together or stuff like that in order to work better?

Interviewee: I think it is very important activities and the personal relationships among the team members. This is very important because we are human beings 26:11 work. Sometimes one plus one can be four or five just by the very strong relationship of your team members.

Interviewer: But would you say it is something that is of particular importance in Korea?

Interviewee: Yes, very much is stressed on this relationship with colleagues. That is why the first colleague and second family, yeah this is true.

Interviewer: But what happens if you do not do this kind of....you do not go out for dinner and drinks and so do. If you skip that part....

Interviewee: I started working twenty years ago and that time very much like that first colleague or friend and company and second but nobody do not care it is family. It is behind I do not know; now a day's generations is quite a change with their mind. And very we say individual, but anyway relationship very much important and for instance, if like if they want to gather with colleagues just keep away from this organization. Because DNV 27:28 we are a little bit different with Korean company like which is related to production. Production not only one person cannot do that; it is together that is why this relationship is very much important.

Interviewer: More important in the ship yards than....

Interviewee: Yeah

Interviewer: Well I do not think we have time for more you said 27:46 so...

Interviewee: Thanks.

Interviewer: Lastly then I will just say thank you very much for your time. Thank you we appreciate it.

Interviewee: Thanks, what grade of mastery first grade or second grade?

Interviewer: We are graduating.

Interviewer: So this will be our thesis.

## Information on Interviewee

<b>Nationality</b>	<b>Sex</b>	<b>Company</b>	<b>Position</b>	<b>Office</b>	<b>Interview length</b>
Korean	Male	DNV GL	Employee	Busan	64 min

### Transcript

Interviewer: You probably read the email we sent you?

Interviewee: Yes, I did.

Interviewer: So you saw some of the aspects of our massive thesis? So we are trying to mainly look on the collaboration between the Koreans and Norwegians.

Interviewee: Only for Korean- Norwegian?

Interviewer: For a massive thesis we are only looking at Korean- Norwegian but we are following projects.

Interviewee: The pot holder project.

Interviewer: For a larger project with 0:40 and professor 0:41

Interviewer: In that project you are looking into Norwegian and Russian collaboration; Norwegian- Polish.

Interviewer: Poland and we will start off with India as well. We have already done one round of research; on the Norwegian side with the Norwegian- Korean collaboration

Interviewer: So they have a few more strategies into that part of the project.

Interviewee: 1:00

Interviewer: To start off do you have any questions to us about the project, what you have read?

Interviewee: Not really I am curious about the proposal results. Maybe these results you will be using for something, right?

Interviewer: Yeah, hopefully.

Interviewee: Only publish or using it to give some information to the other company?

Interviewer: Even if we are the purpose is we are trying to get a couple articles written and publish them. We are also trying to include some people from Statoil and also Samsung. Everything will be anonymous.

Interviewer: The general feedback when we write the thesis and articles, they will not be very specific but if the companies are interested we can give the specific findings to each company but we cannot give your information to Statoil if 2:05. We do not want to point fingers at anyone just show findings.

Interviewee: Show just the general findings?

Interviewer: Yes the general findings.

Interviewee: Also you will share it with many companies?

Interviewer: From the bigger perspective they will write out their findings in the articles for journals; this will be shared with the larger community. But the specific findings within each company will not be given to say this is Statoils findings what do you think of them? Or this is DNV findings; this is inside an oil and gas company industry.

Interviewee: 2:31

Interviewer: But if DNV specifically wants the data from us we are able to give that back, you see the difference?

Interviewee: Okay.

Interviewer: Maybe we could start off by you telling us what your position in the DNV GL what you do?

Interviewee: I am working for DNV oil 2:51. I am a senior engineer; my major interesting area is working environment according to 2:57. I am also working for the risk part so 3:06. I need some cooperation with some 3:16 from the Norway and Singaporeans' but too many people here working together.

Interviewer: Do you risk 3:26?

Interviewee: No, my main focusing area is specific; the working environment part. The working environment is based on..... Have you heard of no sub standard?

Interviewer: Yeah, of course.

Interviewee: No sub standard is mentioned in the working environment for the off shore unit. A lot of 3:44 are required designing new and some 3:46 and also inspection; so that is my main area. I am also project manager for land projects, and off shore projects it includes the risk and so many activities.

Interviewer: Yeah, I understand. Now maybe we could start off by talking about knowledge transfer within the company.

Interviewer: Sorry have you been working here for a long time, in DNV GL?

Interviewee: I have been working from 2005, 4:14 in 2010.

Interviewer: Maybe you can just talk a little bit about how you feel like knowledge is transferred from one person to another for example....

Interviewee: Do you mean Norway to Korea?

Interviewer: Or let us say someone new starts in the company, someone working on one project and you start a similar project ....

Interviewee: How is the knowledge transferred?

Interviewer: Yes

Interviewee: New person or new company?

Interviewer: No it is just all kinds of knowledge transfer, from one person to the next.

Interviewee: Okay

Interviewer: You can say between you units as well, you can start by explaining between teams or units that is probably simpler.

Interviewee: Physically the most important thing is you are working together. However, sometimes you will have some misunderstandings of each other because of the difference in culture and different point of views; also different expectations. Sometimes it is very difficult to ask someone about something because he wants to know something but, there is a misunderstanding. Western people if he has a question maybe he would actually ask someone to know.

Interviewer: What do you mean with the first, with Koreans; when the Koreans have a question...

Interviewee: Sometimes the Koreans find it difficult to ask someone. Because if I have no idea or no knowledge about this maybe you can ask someone what is this? Or how to open this? However the Korean finds it difficult to ask.

Interviewer: Is that also to other Koreans or ....

Interviewee: Not all Koreans but I met many Koreans that they are. Actually sometimes they are 6:16 even though they do not know what the need or channel 6:24. Even though they cannot understand it they keep silent and then after that they ask me what is that? So it is 6:37, it is difficult to interrupt the 6:39 .So because of that Knowledge transfer is sometimes blocked. The senior person they understands me, oh he is a junior also already he knows. 6:53 maybe he has more questions however, he keeps silent, sometimes.

Interviewer: Is that the same also with Koreans leaders is there any difference if there is a Norwegian leader or a Korean leader?

Interviewee: A little different. Actually the 7:10 the engineers just contact Korea inside of the foreigner, western people and so if they have some complaint about our performance they can give the complaint to 7:23, probably they keep silent to Korean. There is a very similar culture in Korea, so our Korean culture is just difficult to say, 7:35 to customer. He visits to our home, he is more gentle even though he is uncomfortable, however he is very gentle. If he is friend or family or very close to people keeps the 7:54. I do not like it; I do not want to do his work.....so in Korea they are sometimes misunderstood. They think ahh they are very happy with our performance but, I get some 8:10 some complain.

Interviewer: How do you deal with that, how do you try to fix that? As you are a senior engineer, I guess it is not often that you see this and you are aware of it. How do you work with that to solve that situation?

Interviewee: Actually I just explain the situation to my colleague who maybe is Norwegian. People maybe start thinking maybe I give some water about Korean behaviour and also during the meeting I can listen some 8:52. They can speak in Korean so I catch it and I can send report to 8:55. During the break time I can catch the superior and give my information to 9:10 and at break time he changes his behaviour or somebody.

Interviewer: Do you have any routines in the company worth sharing, formal routines, procedures?

Interviewee: What kind of procedures?

Interviewer: Is there any formal routines, you mentioned that working together is the key.

Interviewee: To inter work?

Interviewer: No, to transfer knowledge.

Interviewer: Do you have an internal website, where you can ask questions or do you have...

Interviewee: We have internet, we can do that one; but normally we discuss by email or link communication. I just start messaging someone so it is easy to get information.

Interviewer: It is easy?

Interviewee: Yeah, I believe, if I work together before it is easy to get some information however, if it is the first we met it is very difficult to get so when I start messaging that is why he is so surprised. Actually when I say 10:08 sometimes they forget the 10:11 so I just double check my link.

Interviewer: What about if you transfer knowledge between Norway, Korea or Korea and the United States, how do you exploit the knowledge around in the company? Without specifically knowing the persons, is that possible?

Interviewee: There is one issue, so we are going to solve this issue so we are going to 10:38 between persons in Norway and Singapore. Norway is quite difficult to contact because of the time difference. So whenever we have meetings they are only available 4PM Korean time.

Interviewer: That is in the morning in Norway?

Interviewee: Yes. That means we only have two hours of discussion. We have two different video conference rooms but most times it is occupied by someone. So it is difficult to get the video room and also the client asks us to have meeting with Norway resource, so it is also very challenging for us. Actually the owner they finish their work before 5PM in Korea time.

Interviewer: So they actually just have one hour?

Interviewee: Korean is okay we work 6PM, 7PM we have no problem. Our client they are finishing early. If the client asks many important questions, very urgent questions however the 11:43 maybe take one more day. Time to answer, maybe tomorrow and another day I get it back. They take their own time that is why the other person wants contact to 11:59 instead of the 11:57.

Interviewer: Sometimes when you are communicating with foreigners the Norwegians, I guess sometimes there are some misunderstandings that can occur.

Interviewee: Sometimes misunderstandings; one problem is language barrier for example, if you ask something, is that water? Maybe you say yes it is water, if we say that is not oil, maybe you can say no but in Korea we say yes. People have different answers, even there is some misunderstanding because Korean custom sometimes we say he is a 12:43 so we say yes he is what do you think?

Interviewer: Okay, you do not just answer yes.

Interviewee: Korean is a 12:52 quite different because we are Asian too, a person however we agree with you or we disagree with you. If you say blah blah I will say it means yes.

Interviewer: Okay so people misunderstand ....

Interviewee: That is the most misunderstanding. Sometimes my colleague in Norway he asks why do they always say yes, yes?

Interviewer: Do you do some specific things to handle these kinds of misunderstanding? For instance can you take notes and exchange afterwards just to be sure that you are on the same page?

Interviewee: Sometimes it happens like this; communication, even though they say yes but yes I do not really .....like that. The first time it is a bit confusing, why do you say...what is the problem? I do not know. After that I keep inquiring why they say yes or blah, also one important thing is the behaviour and it is different with the Korean. For example if I ask you do you want water? If you say no 14:01 but Koreans yes.

Interviewer: What exactly, if I say no ....

Interviewee: Or no thank you they may say oh okay however Koreans never do that. Even though you say no once again hey come on. And also if you buy some photo or something normally I have to buy 14:20 bottles, but Korea they are only buying one bottle for himself no sharing. But Korean culture is a sharing culture. Everything is mostly shared even though maybe the dinner the dishes are shared 14:33 however the first time is very uncomfortable, so you just want your dish for yourself. Nobody wants to touch this one, sometimes we touch it and oh it is delicious. He makes us some misunderstanding he is a 14:50 local but that is a Korean language.

Interviewer: Let us say you are in a meeting with Koreans and Norwegians and you are discussing something important and when the meeting is done.....because we interviewed someone earlier today and she said that she would usually write her notes on the meeting and send it to one of the Norwegians and say are we on the same page do you agree? Do you think this is something a lot of people do?

Interviewee: Always do

Interviewer: So that is a normal routine then?

Interviewee: Yes, very routine. Also Korean company also they do.

Interviewer: Like a Korean 15:24

Interviewee: Memo, we can make.

Interviewer: In your Korean company is this found there as well?

Interviewee: In big companies they do but, in small companies never maybe 15:33

Interviewer: Do you notice a lot of misunderstandings when they see these memos? Do you often pick up that there is something misunderstood?

Interviewee: That is important, sometimes in the Korean company they have some way by which..... however they misunderstand each other, so it happens and after that they have some argument with each other. It often happens.

Interviewer: Here as well?

Interviewee: Not our company 16:00 is not allowed. There is basic routine work like the NYN making their way there and also big companies who have been working with foreign companies they also have 16:10 but 16:15 company may try to escape the big like this.

Interviewer: And when they escape it are they not in trouble?

Interviewee: Yes, 16:21

Interviewer: Just to make sure, do you often see in the meeting them risk it in the DNV? Do you often see that there is misunderstandings when you receive it? When you guys send it? Do you often notice?

Interviewee: Yes we do.

Interviewer: Okay, thanks. How do you work with these misunderstandings when do they mean anything are you able to fix it by email?

Interviewee: Normally it gets sent to us by email, and they give their comment on the written memo in a different colour than the colour of the memo 16:55 and then update this one and send it again, finally the comment is finished.

Interviewer: If it is between Norway and Korea it could take days because of the time delay.

Interviewee: That is a problem it could take one week, two weeks. One issue is to set up the schedule for 17:18 weekend is very difficult because in Korea it is a holiday or vacation we transit his schedule, complex schedules are faster. They change their schedule...the 17:27 are never changing even if he has a planned vacation.....But here is, this is very urgent, they have no time no delay, they have to do it now 17:37 at the time it is very difficult to find the resource from nowhere. Actually Christmas and summer vacation time is terrible to find resources.

Interviewer: I would guess.

Interviewee: Someone I met he is a very positive guy, even though he is on vacation he says I can do it. Maybe I will work some days, so the customers are very happy, even though this is 18:11.

Interviewer: You use to say that during the Norway stops during Christmas and Easter and Summer vacation there is nothing happening, I believe you.

Interviewee: The customers, they know. This is why they find us to find a solution.

Interviewer: So we have talked about some cultural differences. Do you think that sometimes people create stereotypes of Norwegians that you expect them to do something because of....you know stereo types?

Interviewee: Say that again.

Interviewer: A stereo type is like since most Norwegians do this you expect all of them to it. Do you think that sometimes this can create the opposite in misunderstanding that you are....?

Interviewee: You mean if the miscommunication or misbehaviour or something?

Interviewer: You expect some kind of behaviour and maybe you will act as if this would happen but there are always some individual differences.

Interviewee: Korean customers they have a good understanding about Western people so even though they make a mistake or something that is no problem to a Korean; because he is Korean that is important. So foreigner everything is okay, even though he makes some mistakes we understand. But, the Korean employee



maybe he will 19:29 based on the 19:32. Sometimes, just as they are disappointed ....as I said before just that they expect... So if we promise we will only work for this one however the Korean, the company, the customer asks for some more things it is a very no, no culture even if they are charging; free of charge.

Interviewer: They expect the knock offs?

Interviewee: Yes, no cost. The Norwegians say that is not our scope, no response to us so they are disappointed in our kind of behaviour. That the DNJ not only the DNJ but the 20:36 some of our committed company I heard from contact person in yard they also complain about the other companies. So we give some more advice, actually many companies they give us just the one but they also need some additional service as well. Do you understand?

Interviewer: What you said in the last part.

Interviewee: Additional, some more service.

Interviewer: Extra services, customization. How do they handle that is that a conflict? If I ask for this one and I order it but then I want to customize it and I want some more I want this one as well and maybe this one. But I want it free of charge.

Interviewee: So that is important, actually we can give some minor things it is okay. Probably big things we just explain. It is important that we explain why it is difficult to give it free of charge this big impact. However, some Westerner people say I am sorry it is difficult to give away blah blah blah that is it no more details or explanation.

Interviewer: Yeah, without details just no.

Interviewee: Yes, just no or it is impossible blah blah blah. A simple sentence.

Interviewer: You mentioned earlier that if some foreigners they do something wrong Koreans can accept it.

Interviewee: Normally, they accept.

Interviewer: They accept, okay. How do you feel if it is the other way around, do Norwegians easily accept if Koreans do something wrong?

Interviewee: I think they accept our behaviour.

Interviewer: Let us say you have a task to do and you do it a bit wrong.

Interviewee: That is difficult to say because; the Korean is our customer so it is difficult to give some expression of our emotion. Actually Norwegian is more gentle than the other countries compared to UK or America. Sometimes I hear America they are very rude.

Interviewer: Very direct.

Interviewee: But, Norwegian is a bit gentle and also they accept.

Interviewer: What about internally in the local teams with Koreans is it the same thing there more acceptance for errors and mistakes. One thing is against Norwegians and Norwegians against Koreans but internally.

Interviewee: That is sometimes an issue because the Korean feels different 23:14 that is a very 23:16 way, no

problem. However, Korean is very 'hungarous', the Korean he asks for more work and more strict. But, an expat who is from Norway he is always upset, he wants to get two weeks' vacation blah blah even though there is some urgent work. It is okay hire the Korean, if I want off for one week but there is some urgent work; I have to work first and then I have to take the.....So you make 23:54. Many Korean employees they are prepared to have the Norwegian major instead of the Korean major.

Interviewer: Yeah, I see, so if we look at this in terms of if you do something wrong, do you think there is a difference there between the Korean and the Norwegian manager?

Interviewee: Yeah, managers are different so the Norwegian manager is just how to resolve this wrong decision if I have some mistake to the customer or something. Maybe he will just try to find some 24:25 or made to the customer blah blah blah. However Korean manager gives the blame to the person, it is your fault, you are wrong. You have to maybe take some action, 24:38 Korean company maybe some 24:39 more problem but still they give. After that maybe he is excluded from some important work.

Interviewer: You are restricted from projects, you can be?

Interviewee: For different types of mistakes made maybe he will be...okay you have to work with the other work not this one.

Interviewer: Is that a problem when leaders meet if I were a Norwegian leader the same as you are and we meet up, this is hypothetically but my management style is maybe more soft towards people and you are more strict. Will that give problems when we communicate and discuss stuff?

Interviewee: You mean?

Interviewer: For the leaders is that a problem between the leaders that they are different styles?

Interviewee: I think to the Norwegian leaders that they are solid. They have lots of discussions meeting, meeting, meeting; no results but meeting 25:36. But the Korean sometimes, Korean is very 25:38 off set they are very strong. He says this is more right than yours overall just fighting.

Interviewer: So it can be a sort of a conflict?

Interviewee: In Korea the same level they have the conflict however different range it is difficult. Maybe he is always right, so the junior maybe he has to obey most things. In Norway the manager is just the manager, however in Korea the manager is the boss. My boss, I have to obey him, he can order everything.

Interviewer: So what happens if a junior feels like he is right but the senior says something else; will the junior just be quite?

Interviewee: Actually it is a similar 26:37 study. In the army the high level major, the general or something he can order the soldiers. It is very similar, so the Korean can be chastised. Also one important item is age; if you are older than me then maybe you can ask me. If it is a senior maybe they can ask a junior something 27:02. So you learn how to give some respect or obey orders.

Interviewer: I was just thinking this can create a lot of tension if there is one staff that is more military as you say ordering while Norwegians maybe are more meeting and soft.

Interviewee: We are very hierarchy.

Interviewer: How do you solve the problems with that if the Norwegians expect everyone to be on the same

level, they are a bit defending as well?

Interviewee: Culture conflict, actually the Western people, you and me and we get 27:35 but especially Korean only possible to send Asians 27:43. The older or younger they have a big 27:45 we never say 27:47 just we are older brother or younger brother. But too for the regional no problem, for Asians no problem; however to Koreans it is important. So I heard that sometimes the young major and the old engineer they come from Korea the custom they were talking to the young one just to see 28:05 .The old engineers because he thinks he is more higher than him but they are different ages.

Interviewer: Interesting, you said in the beginning that you are perfect conjurer so you often work with and in teams? Do you usually have a team leader, team manager role?

Interviewee: Actually our role is a kind of leader but, most parties prefer to manage and culminate roles so for each activity they have some lead engineers. I communicate between the lead engineer and also if there is some issues 28:38. So my position is central between customer and our equity leader, so communicate and coordinate and also if there is some issues maybe I solve it. If there is a meeting maybe I mobilize people and make some video conference or some meetings to solve the issue. And also whenever the customer asks me some questions about the project, maybe they have specific questions even if it relates to our work. Maybe we give some advice before and they have questions. After that, what, they want to know so I just try to give some answer about maybe you need to prepare this one, and this one blah, blah, blah. If I have no knowledge I contact the engineer and ask them what the client wants to know.

Interviewer: So you facilitate the contacts? Do you often work with the same people the same team?

Interviewee: Yes.

Interviewer: How many people are there usually?

Interviewee: Usually I work with less than ten people. Do you include the client or just the ....

Interviewer: How many of you are in the internal team?

Interviewee: Our unit has only four people; however I am working together with some people in Norway.

Interviewer: It is Korean only in your team?

Interviewee: No the 30:10 is the same team, you met before. Two people 30:16 the expat from the Norway team.

Interviewer: Are they a Norway team?

Interviewee: Yes, four people and also we are working with Singapore people, so many people, personalities are very different. I am working together with the project 30:35. Sometimes I am working with UK, Malaysia, working for them.

Interviewer: Do you see any difference in the team dynamics, when you are working with a mixture of expats and Koreans in the team compared to if you are just working with Koreans?

Interviewee: Actually, working with Koreans is easier, because sometimes we have different opinions. But it is quite difficult to give understanding because his friend if you are flexible there where you find everything it is okay. However, some stranger it is very difficult to explain. In Korean they will boast even though we have not any bottled water, here they say I understand. Do you understand what I am saying?

Interviewer: I got a mental picture.

Interviewee: We cherish those common understanding but it is difficult to explain by, water by property. Also it is difficult to understand Korean because 31:30. So sometimes we just excuse even though they ask us very strange things we are excused because we also..... to is our promise next time we will excuse our something so we give and take. Sometimes the foreigners they are 32:00 they can understand it.

Interviewer: Do you sometimes do any kind of team building?

Interviewee: Here we generally kept team building however; my manager is Korean he likes when we have several types of team building, Korean style team building.

Interviewer: What is Korean style team building?

Interviewee: 32:21 the way Norwegian style team building.

Interviewer: What Norwegian style is? It depends on who you ask some people they go and do social stuff together.

Interviewee: Talking, discussion, other activities.

Interviewer: Other times it can be just like you are trying to improve the team process in the daily life when you are working with the task.

Interviewee: Actually Korea style is very difficult we are just enjoying it. We are drinking and singing maybe we go to some outside, maybe mountain side or sea side spend; a day during the night we are just singing together and eating. Have a nice dinner and poaching. Just enjoying nobody says about the work, just leave from the work, just relax.

Interviewer: Do you think this improves how the team works together?

Interviewee: Actually it makes us closer, in work we have just a very humble relationship at the time we are think about our 33:28 maybe I can say about my family or what if blah blah blah maybe not my 33:35 do not ask me...next time we can share very personal information with each other. So we have a good understanding about that, each other, so after that maybe we will be closer and also....Sometimes we have barriers, some wars between the persons, after that the war is disappeared. So ask more..ahh help me or we can say easily help me and come on let us work together.

Interviewer: Wow I like that. We learnt earlier today we heard that to ask another Korean for information or something like this in the work you do not really need a close relationship. But, if you ask a Norwegian it is easier if you have a relationship them, what do you think about this do ....

Interviewee: Actually, the Korean even though we have no relationship probably we ask a co-worker something to get information however, to a Norwegian if I never met him it is very difficult to get information he is just.....even though I send mail and something the reply is very 34:35 or they say sorry. But in Korean it is easier than Norwegian, if I need some information I could 34:48 like a home number I could go to him. If I were working in 34:51 I need some blah blah blah can you give me some information? They 34:52 me.

Interviewer: I have experienced that.

Interviewee: Many times even if I give some explanation why I need it. However, I contact someone I never

met even though I sent mail several times no answer.

Interviewer: Norwegian or like foreigner?

Interviewee: I mean the Western people.

Interviewer: I think we just about ran out of time, but are you in a rush now do you have five more minutes?

Interviewee: Yes, I have five minutes.

Interviewer: We were wondering if you can ....we have a question area, a survey. If you can write the team that you are working on.

Interviewee: Write the team.

Interviewer: It is twenty-four questions and just give points on what you think 35:39 .

Interviewee: This is in Korean so .....

Interviewer: Yeah, it is.....35:48. Our professor is collaborating with us, our Korean professor his last name is Park but his first name is Park Jacob. He has helped to translate it and he has worked as our professor for over twenty years almost twenty-five years now. So he has opted to translate it and he has used it a lot in Korea.

Interviewer: This is the number of the professor. This questionnaire is actually made for .....36:41

Interviewee: What do you mean by code one, two, three?

Interviewer: Each column there is actually to write each individual...

Interviewer: Or each team.

Interviewer: Yeah, but if you can write the team as a whole, do you understand?

Interviewee: So what is team?

Interviewer: So code one is the entire team.

Interviewee: And code two is myself or...

Interviewer: No, you do not have to fill that...

Interviewer: Just code one, just this and that is the entire team how you feel the team....

Interviewee: Okay, just the team?

Interviewer: Yeah team

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Korean	Male	DNV GL	Manager	Busan	46 min

## Transcript

Interviewer: In general quickly about the project is that we are with two other students, PhD students, they are working tightly with this project of course; this is their thesis. Which is a part of a bigger project we are looking to call preparation to leadership. It involves quite a lot it is 0:33 cultural celebration between Norway and Russia, Norway and Poland, Norway and India and Norway and South Korea. We are also looking at this integrated operation within the gas industry and how team dynamics risks harmful environments and working with the Norwegian marines and how they train their marines and how the leadership training affects them. We also look at how they 1:05 team influence our organization different parts of the industries; that is overall. The key parts is actually about knowledge transfer, knowledge integration and collaboration; more or less team collaboration.

Interviewee: So generally like very good some topic and done daily for the interview.

Interviewer: By the way we are also collaborating with a Korean professor, in 1:37 Professor Park.

Interviewee: That is the cold war project?

Interviewer: Yes, he is helping us if we need help with translation and facilitation. He is helping us and he is also an old friend of my professor, they have been together thirty years. Could you maybe just tell a bit about yourself, what you do in DNV GL?

Interviewee: Yeah, so my name is 2:07 I have been working at DNV GL about nine years. People especially in Malawi DNV GL 2:20 I am 2:22 people at the DNV, I also work in the Korean ship yard. So totally I am experienced more than twenty years in this. Currently I am working in 2:38 area, previously I also work in the maritime site. Especially think I work in 2:47 shipyard, I work this in the maritime area. Especially my main competence in 2:59 engineer. Also I experience some several discipline for example some maritime 3:11. I experience some tough side education and also some safety study and also some others; some of everything. Especially in Korea we have some small country and DNVG side also in Cold Valley, you know DNVG is Cold Valley Company, is international company. But in Korea we have a very small region, so that means that our key customers are mostly Korean shipyards. Then we have to provide DNVG service anything the shipyard wants that means we are very limited in competence person in Korea.

Interviewer: You are what?

Interviewee: We are very limited number of employees in Korea. So definitely we need cooperation with the other unit for example Norway and UK and US system and Singapore. So we are a very close cooperate multinational base, there is 4:28 by quantity situation in working some condition. In Korea also by 4:37 also some Norwegian, my team also combine someone Norwegian, one Swedish, one German and also Danish.

Interviewer: So a lot of people from a lot of 4:55.

Interviewee: Yeah it is kind of area based on 5:01 my also grandest situation is multinational some working condition.

Interviewer: I also from how many people are.....

Interviewee: My unit, the count in my unit is about twenty-three. Twenty-three is current is 5:23 a three, my 5:27 is some Norwegian, belong to my employee, three people is some I will mention Norwegian, Swedish and 5:38 German and Danish. The others are all Korean.

Interviewer: The rest is Korean, okay

Interviewee: So that is the 5:57 as I am Korean I am working in Korea with some Korean foreigners 2008 to 2009 about one and a half year I also stayed in Norway.

Interviewee: For one and a half year? How was that? That is interesting.

Interviewer: I joined the DNV in 2006 and then I work at the time in 6:28 and then about one and a half year later I go to Norway with my family.

Interviewer: In Osolo?

Interviewee: Osolo, at the time I got to Osolo a little bit of the culture impact. But finally I am very happy, because it is easier to understand some different culture and I joined DNV international company. Even though at that time Korea was some foreigner, I worked with some very different mostly Korean; small employee, some Western. But when I arrived in Norway.....

Interviewer: Totally different world.

Interviewee: In my unit only Korean, only me. Most of the others are Norwegian and the others European.

Interviewer: Okay, that is interesting. What was the biggest difference from arriving and working first in Korea then arriving in Norway?

Interviewee: Norway when I arrive, different is the lifestyle.7:53 and also family other times is different and now it is only for me, my side. But when I arrive in Norway I have some family, not only for me but I also have to 8:10 to my family side. My perception is a little bit wondering some Norway culture for me and at the same time my family. So that is totally different because in the Korean style and Norwegian style, the biggest difficulty is some in Korea is mostly especially from my experience focusing some work, that means focusing work with colleague and friends sometimes work is hard. And then different is Norway also focusing on me private and also family that is some big impact.

Interviewer: Was it hard to understand this in the beginning? I know it was a few years ago but it must of given some impressions.

Interviewee: Yeah, and also in Korea some new employee joined some company or some unit, most of some people mostly some senior people or some elder people in some power over some new people who are young people. Then doing work at the same time also after work, sometimes we have social gatherings or dinner sometimes a drink. Mostly senior people help support and help new people and young people. But in Norway doing work can be only some within the work hour, but after work mostly some just go home. That is some different culture.

Interviewer: Did you attend any courses before you went to Norway? Like a cultural preparation course or something like that.

Interviewee: 10:38 I did not attend, but I just attend some normal 10:44 course. That not focusing on culture generally some kind of DNV culture. What is DNV? That is some general course.

Interviewer: Did you have any opinions of Norwegians before you arrived? I think this is an interesting topic from the Korean side. You always have something in your imagination or expectation.

Interviewee: Before I joined the DNV I did not meet any Norwegian even though when I worked in the shipyard. Absolutely I did not imagine any kind of 11:36 of Norwegian.

Interviewer: Did you hear any talk about 11:42

Interviewee: ...Or from other people, senior people. But according to that rumour or that information my perception just the DNV is a very much knowledge based company. So very technical, focused and then also connected; Norway also even the small area very big but some part of it that is small, small country that is always cold.

Interviewer: Cold, you mean cold?

Interviewee: Some people is very good, there is safety. That is my people with DNV my general perception, very limited. Some connected to my work is just maybe similarly with DNV and Norway based on not commercial for example not US this time. Sometime US, America is 13:02 some commercial style. Most days some based on 13:07 or there is some kind of very 13:14 but Norway very simple and very ambition and very some technical side so that is my image.

Interviewer: Was it a surprise or was it as expected you think or were you surprised?

Interviewee: Especially at times I had not some kind of special expectation. Just as how at times I am a little bit happy because I am first time worked in international company. Just my idea and my expectation is I will adopt in international culture. That is maybe say some expectation, my expectation I would 14:06 that.

Interviewer: Do you think that is normal for Korean workers? They want to adapt to international working 14:14

Interviewee: National any other person but normally, Korean people want that is most they will try.

Interviewer: Did you enjoy it? Do you think it was to be a Korean in Norway or was it okay?

Interviewee: Do you mean Korea?

Interviewer: No when you went working as a Korean in Norway. Was it okay was it hard or...

Interviewee: Generally okay especially with my family, my wife and my kids they are very happy. That is why the first time I did not want any because I am very wondering; my family unit is well or not? That is my process



and wondering. Very soon our family is settled good and they are mostly happy, enjoying Norway life. My kid is in school, my wife did not commit with Norwegian people; even though my wife was very happy.

Interviewer: She was not working or....

Interviewee: Yeah, not working and then short or as I remember less than several months when I arrived; I arrived as some supreme, April. And then mostly after summer, my family settled very good then I just focus on me. I am a little bit struggling communicating with my colleague in Norway because there is a small gap of some culture difference. Especially also my colleague in Norway they also limited some knowledge experience with some Korean people. So I try try also try and then mostly some about within winter we lose the cat because of the culture because I was curious what is the Korean culture? But I tried some, they were some support to me I adopted some Norwegian or some European culture. That is the most some 17:11 and then I would say mostly some adopt in Norway life.

Interviewer: When you were in Norway did you use English as a mother tongue? Did you speak English when you were there or did they communicate in Norwegian?

Interviewer: So they were trying to include your bi-language?

Interviewee: Norwegian.

Interviewer: They talked a lot of Norwegian?

Interviewee: No, no, no, they are mostly using some English but sometimes you know between some Norwegian, tried some Norwegianing. For me it does not matter, we are also the same in Korea it was the same. Sometimes based on the foreigner calling out to me and normally using the English, sometimes only with local people Korean people tend using the Korean 18:19.

Interviewer: I was thinking that at my faculty we are not only encouraged, we are forced to use the English because of the Vietnamese girl and the English students as well include us in their regular dropping in in conversations. But I must say I think it is a bit hard because it is not hard to do it but we forget about it is so easy to start talking Norwegian with your colleagues.

Interviewer 2: It is quite natural.

Interviewer: Then again you kind of locked on to conversations and you see that they are quite 18:56 with it as well.

Interviewee: Even though sometimes maybe there is some informal conversations sometimes with some Norwegian or sometime Korean they are local engaging. Most times we are already involved in some normal culture, normally we are 19:23 it is okay.

Interviewer: Sorry I lost track of this it was so interesting that is okay. Because you have not met anyone yet who has visited Norway most of the people have visited Korea, so it is interesting to hear our perspective on this. Do you think there is a large difference in the leadership style that you have experienced? What were the differences? When you arrived in Norway...

Interviewee: You know mostly different is some company culture even though DNV is just a Western company but also different in other country for example: America and UK also some different. But in DNV some culture mostly some hierarchy 20:26 especially in Korea hierarchy is very vertical some from 20:35 to commend, commend, commend 20:39 very similar. From vertical hierarchy even though I started in DNV Korea most of the manager is some Norwegian but most employee is some Korean. This is I did not catch some different culture but when I was in Norway different some culture; DNV and Norway very 21:16 and communication also. Especially when I worked in the shipyard, I only communicate with my personal line manager and then my line manager also communicates with his line manager. But in Norway and DNV sometimes if I need some 21:40 line manager my 21:43 I can go directly anytime. Any manager I need I can communicate directly sometimes work together that is something very different. And also in Korea company culture is mostly some command

and just follow but in DNV culture is based on mostly communication, discussion and some output and also action plan. Sometimes action is by the manager and sometimes by the employee but in Korean company it is mostly manager is just to command employee is just to follow; that is something different.

Interviewer: Is it normal for Korean management to, or leaders or managers to have to ask directly what a Korean thinks in order to get their opinion?

Interviewee: Definitely.

Interviewer: How are the Norwegian managers do they do 22:53

Interviewee: Sometimes directly, sometimes indirectly because some bad feedback especially the good feedback is normally same Norwegian manger and Korean manager. Some good feedback but the other feedback in Korean manager can keep....I mean Korean manager in Korean company directly give some bad feedback to employee. In DNV the Norwegian manager tried some indirectly mostly some approach.

Interviewer: Was it hard to adjust to that the first time? You have a lot of experience from the shipyard; you are working for a lot of years.

Interviewee: Sometimes I am a little upset but there is not only 23:57 anyway so this kind of communication culture you know discussion culture because sometimes we need some action plan. But in Norway then I am asking my manager and my manager could not answer now then the manager says we are in some meeting not only to me also 24:25 question and then let us discuss. And then what are you saying and then let us make some action plan. I am a little upset because it takes time or sometimes it needs more meeting. But in Korean culture if I need some urgent issue from my manager then he shortly decide and inform me; immediately and also very directly. Sometimes Korean manager do some we are in a meeting but also during the meeting also very very short. Most meeting one hour and then during the meeting also mostly manager 25:24 and then finally also manager will decide. Just employ any other person just as some people some opinions, just some private opinion and also some guide but mostly decided by manager. In DNV and Norwegian culture is mostly some kept idea or sometimes it is very good some employee idea make action plan.

Interviewer: Do you think the transition is long if you worked in the shipyard with 26:05 style? And starting to work in DNV where there is more discussion? How long does it take for you to adapt and become comfortable?

Interviewee: That is depending on certain situation, depending on the issue. So I think some very challenging or very difficult issue is DNV style very good mission. Even though it takes a long time, it takes long with communication, take long discussion, takes more 26:36 but it needs a long time and also needs a lot of opinion, a lot of idea from the 26:44 very very good approach. But in Korea you can be like them but very trickery and mimicking person just to get them, after awhile we have to decide what to do. It is a very 27:01 but not effective vision, but some small activity, this is very simple and quick item even to get some 27:18 sometimes some very similar approach. Just together just discuss during the meeting and some share some idea and then takes a really long time that is some 27:31. So that time depending on the issue item. This also might be my perception now but I always 27:44 to some, this kind of Norwegian culture but at that time maybe I 27:50 but at that time a little bit more. You mentioned some more I little bit some challenge understanding the different culture that I issued. You mentioned that I already 28:02 as saying 28:03 I keep my idea, this is very good idea, very good decision. At that time I remember I keep some idea and this is very maybe very impacting result but other people they also try some their opinion and then I tried just some finally make this one good action plan it takes just a little time, that is maybe my little challenge here and some difficult of some culture.

Interviewer: After how long time were you comfortable by working like this? Like after six months or...

Interviewee: I am sorry I did not remember yet but I 28:51 at the times I write April and then before the summer very difficult but mostly after summer I maybe live with a devious mind some of the company culture impact. So during the winter mostly most comfortable.

Interviewer: Do you enjoy it; are you glad you did that? Because I was wondering according to the leadership theories that we are working with if you have this big strong man you will also struggle when you get in complex situation 29:41. Do you feel as a Korean being at the shipyard knowing DNV more people can come, do you see a difference in that? Are these teams working better or worse? Or is it more or less the same?

Interviewee: So the project from my side I already experience the last nine months...nine years from the experience in the Korean company culture and also I adopt only my only adopted son is kind of intention culture especially in Norwegian culture. So I am pretty understood and any kind of some strong leadership style and very comfortable some especially in Norway the leadership style any I can adopt. And also when I communicate with old customer especially an experienced western style, then also I can based on my experience I can connect with other customer or custom leader or custom manager that is some of my experience.

Interviewer: It was mentioned earlier today that there is a change in the society in Korea. That the younger employees expect a more democratic leadership process. While the older ones are both adopting but also holding on they expect a more authoritative perspective. Do you see the same thing?

Interviewee: For me?

Interviewer: No not for you, yourself but in general?

Interviewee: I also, about twenty years ago when I started work to in the shipyard as a young engineer at that time the culture is a bit different compared to now. The culture is just some power over a senior person not have some kind of strategy and also mission and vision. Just a part of the company vision and just a part of some senior people. For example doing for the next five years or ten years and then when I get some senior letter then I can understand the company vision, my vision everybody vision. At that time my generation, the perception but now it is so different. Even the young people are less than five years experience and they also have some very limited vision in the company. They already get some vision in the next future plan and also young people want to understand what the company mission, the company strategy is. They also want some individual ambition and company strategy. So sometimes the employee get the perception this is his private ambition and the ambition is not aligned with his company strategy then he consider some 33:27 his company.

Interviewer: Are there any implications if I am a senior manager and a young one wants to challenge my decision, do you see that in both DNV or the shipyard, do you see that around?

Interviewee: Yeah.

Interviewer: And what happens?

Interviewee: Especially in DNV we have some major I worked up more than four years. I already worked major roles, so I get some of the knowledge of demand and leadership so normally when I communicate with a colleague, not only Korean also foreigner sometime encourages us. Employee also needs to get some understanding and some company strategy. There are also times when I communicate with my line major, some closer to some individual and company. But still in Korea I only mention Norway younger generation some people, some stripe but still is struggling in the Korean company. So there is some big definition in the company strategy and employee, there is some still different. That means some especially the kind of.....regarding some leadership and many leadership style is still a little gap compared to the western or Norway or anyone. In Korea the western is a little bit some gap, but maybe now a little bit more than they use but still there is some gap.

Interviewer: Interesting, how society change.

Interviewer 2: You are working with oil and gas projects and one of the reasons why we chose to do this research is we have seen a lot of the complex projects. There have been a lot of delays, the budgets are.....

Interviewer: Just expanding they are exploding.

Interviewer 2: What do you think are the main reasons for this? Besides of course we know that the Koreans have built more standardized ships before.

Interviewee: You not only ask, you also get some answer.

Interviewer 2: Because we kind of figured that this is the main reason but, if I can just ask. Let us say a worker in the shipyard, it is normal to get order and he do the job?

Interviewee: Yeah.

Interviewer 2: Let us say is it normal that this worker can think is this the right order? Is it normal to question the order if he thinks that it might not be the right one?

Interviewee: Yeah, that is also I can say that is some instance yes. In Korean work normally yes. He orders from his manager sometimes very challenging order; very difficult order but normally worker, yes I can do it. That is some style that is why also you mention Norway in Korean shipyard. A lot of us sometimes 37:47 a project. But it is too late a lot of challenges, that is also mostly based on mostly starting point and I communicate some yard and some company, the legal contract. At that time all companies provide this is our expectation, or the requirement, and then can you do it? Then also in shipyard the same thing also yes we can do. Any kind we can get, we can do. Even though some behind the desk we but there is some challenge very difficult but the shipyard they can normally say we can do. Don't you know 38:37 time even though you do communication sometimes we can do but this is some condition, this is some 38:45 but in Korean style. The kind of condition behind desk we can do, give us the project. And then the contract in some kind of routine in the shipyard just order this 39:04, we are contract, you have to do, just to do. This is very big, very difficult challenge....yes we can do, we will. That is why some...you have to contract during the meeting so if Korean shipyard say the same thing, we can do, then once you mention some oil companies is wow fantastic this is very challenging. But very easier they say and do; oh we are happy, very happy. Oil company's very high expectation, but during the project there is some very challenging activity and then lay, lay. Some issue or some very difficult test during the contract to communicate behind the desk is. That is some culture stranger.

Interviewer: And also you know there is some...this is some type of historical Korean, because in Korean you know we have no resources. We normally...Korean people normally say have just got somebody.

Interviewer: Yeah, the human resource.

Interviewee: Normally we can say we can do. So even though we have not the experience, we are not competent, but during the project, during the work, we can do, we can be done. That is some historic, you know. Not only does 41:05 mostly in Korea is shipping my time, everybody is the same, but we have more experience but we are concerned with ship owner. We can build the ship even though we have not any experience, the design any experience 41:25 we can do. Across the country then we start belonging that is some kind of Korean culture. Normally sometime Korean simple and Korean they give 41:42 means quick, quick, quick. They are also very quick, quick. Decisions very quick quick, work is very quick quick, very hurry hurry quick quick. This is some kind of culture especially in the older generation. You know 1915 when we experience the Korean War? Technically we are mostly destroyed all in Korea, South Korea. If they are old and Asian normally they have 42:20 anything.

Interviewer: That is quite important as you mention that this is especially the senior people who execute this. They are the ones who make the decisions, so whether it is a yes let us do this without enormous implications through the system. So the Korean War is the 1970 one 1980, during the twenty years the Korean economy very growing off based on the 42:54 airport, Norwegian airport. But 42:57 is some mostly eighty to sixty. I am the youngest, the forty-six, little bit some between older generation, younger generation.

Interviewer: In the bridge?

Interviewee: Yes in the bridge. I only mentioned based on Korean history the older ones basically worked very hard. So they are experience life so enjoy some increment in the company culture just order any kind except

some comment or just do it. But now is younger generation. They are technology spinners with difficult, they are always so loud in the basement. He is the...his parents were also some, increase a little bit increase some economy that is normal. There is also experiencing some western, they want to adopt some western culture so is a little bit gap between the old and the young generation. So I am also challenged and reached some position but I also experience the older generation when a young engineer. Also given now I 44:38 is some different culture compared to grand company but I am also a little bit testing some young in DNV GL also. We are 44:52 company but there expectation also very high.

Interviewer: I was just wondering is it errors, mistakes in the different posts of command and democratic process, are they brought up? Is it for a Korean to speak up to a Norwegian manager for example and say hey, we have some mistakes you need to fix it or rest it under the table.

Interviewee: In Korean culture also there is not allowed mistakes, okay, especially Korean manager. If I mention some better 45:41 it mostly happen some employee mistake. Then Korean 45:46 immediately keep it there to employ. They saw mostly using some 45:59 shell there is mostly some using the language. In DNV GL culture allow mistake, but not allow okay, repeat mistake. We allow mistake but we are encouraging employee based on mistake they need some lesson long; prevent some repeat again those mistake there is 46:35.

Interviewer 2: That is interesting. I see that we are running out of time so we should probably wrap it up.

Interviewer: I think we got a lot of useful information, really interesting to talk to you. Thank you very much.

Interviewer 2: Actually very helpful.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Korean	Male	DNV GL	Manager	Busan	60 min

## Transcript

0:01 Speaker 1: Just for our self so remember what's been said? Yep, so we are studying hermasidy ways on the construtural collaboration at the, \* not just green that ship yards with a complex systems and all these dynamic works on a team level mostly. First of all could you say something about yourself, like what kind of work you do here in DNV.

Speaker 2: Okay, brief introduction of myself, my school back ground is Nabelanti, Personation University Nabelanti. Graduated from 1982 and then I joined the Korea ship build and engineering corporation KSEC. Now they handle ship in prison. I worked there for 6 and half years. And then 1980 I joined the hunting shipping company as new building super intended for 2 years. After that 1990 December I joined DNV, so far I have been working for DNV for almost 25 years, has been with different roll and surveyors and new ship building and component and ships in operation. For ISM and then I think almost 15 years as served many month, different part of the 2 types of working outside of Korea, 3 years in Netherlands, 3 years in India Mumbai, so quite a long period.

2:10 Speaker 1: Yeah and you know a lot of stuff has really interesting for what we are talking about, so yeah this is good. Okay let's I don't know where to start because it's so much. Let's start we can say if you can say something about the differences when you're working in that traditional green copy. I know it's a long time ago but yeah.

Speaker 2: Korean, for the Korean style, Korean style company or \* or Korean culture, Korean people, how we work in Korean company. Traditionally we have some iracy, just that mean based on age. So I also you know the Confucianism, it's so Confucius in older time, similar to, maybe similar to, like \* our country is based on Confucianism. Confucianism is not like a religion but a kind of say antiques and the morals and how we should behave etc. Some principles like the younger people should respect elder people, also people should be friendly and let's say the couple in the family, husband and wife, they should respect each other. You know some good principles. So based on that our country as been I can say, we just respect, eticates and morals. So then that means people don't like to argue. As much as possible people like to respect other people's opinion and whatever. And there are also our school systems before we talk about the general pitch of our country. Traditionally our school system has been based on lecturing base rather than discussion, you know I understand the lesson system is more for discussion and just the presenting active discussions. But our traditional education system is just listening and when the teacher asks for something, then only yes or no and then we were not encouraged to take actively because you know this is a little bit colliding with Confucianism. So Confucianism also say, don't try to be arrogant or showing a, don't pretend to know many things something like that, be humble, so even if our student, small children. even if they have something to talk, even if they know something. They try to be a little bit reluctant, a little bit hesitant to talk. I think that has been quit some because of our culture. So our people, Korean people even if they have good ideas, sometimes they are quit hesitating to come up to \*. So as far a possible they like to keep something in \*. So a little bit I can say not fully encourage you to speak out. Then in the company, Korean company very strict iracy system. We have many steps of different positions, like if a team member, team leader and department leader, director, so many different steps. And then also try to respect the high ranking people. That means the lower ranking people; they have not been freely come out with nay good ideas. So in other words you can say looking like very much stream line but the other point is people have been neglect say treat in behavior or attitude in the company. But never the least the leaders in the company they tend to be driving. They tend to have some driving problem and also everything, evaluation, assessments everything based on the outcome of a certain team or department or unit, so probably the department leader, team leader. The people in the leader position, they try to show some visible result and they drive people and then sometimes, people maybe hurt. The so called,

let's say, for the final goal achievement \* some minor things may be sacrificed. So individual, some case individual opinion or say inconvenience or any good instance where should be accepted for achieving say final goal or so \* or company. So that means this is very different from Western culture I think. Western culture is not like this. So Korean companies say I can say, very strong driving force and although sometimes individuals say interest or \* in such a maybe slightly say, say how can I say, can be ignored you know sometimes. And then you know the Korea has been developed remarkable within short period. You know within say, we could achieve this \* maybe in half or a one third period for a bunch of countries. You know after Korean War in 1950 actually at that time, the only remaining was ashes. No industry in Korea, in 1950 - 1953, Korean War destroyed everything. You know in 1945 Korea became independent from 36 years of ruling by Japan, colonial ruling from Japan. During that period there were no industries at all, only a culture. And then you know they lots up the network associates and some produce say history things or whatever taken by Japan, still a lot of historical, important issues, things, product now in Japan rather than in Korea because they captured during this ruling period and then after Korean War, really the name of \* and then our previous \* president Bats Father, the Korean president Bats Father. He made a military crew in 1965 and then after that he just became president. The middle of 1960 Korea was number 2 in the world in say national income. Korea was number 2 at the bottom, so real bottom of India and then Korea. Korea was number in the middle of 1960s, then after Korean War and when say president Backiamy took over presidential position after military crew. Korea was number from \* in the world, poor national income wise and then from middle of 1960s, 70s, 80s, 90s, 30s. Say 2010 around 50 years, now our say Canada economics scale in the world is somewhere around number 10 in the world, somewhere around. You know there are a lot of perimeters, economic perimeters like export and the import and total nationwide income whatever. All the parameter somewhere in between says 7 to 12 or 13. So we roughly understand our economic level in the world is somewhere around number 10 in different \*. So how could we achieve this one? Also another one is attitude around people and also work oriented effort. When entered the ship mild after graduating university in 1982, August, i join ship mil as first time, first job. At that time we had only 2 Sundays per month.

13:33 Speaker 1: That's your days off?

Speaker 2: Yeah that means no Saturday off, Saturday and full day work, only Sunday.

13:41 Speaker 1: Every second.

Speaker 2: Yea every second Sunday was off per month. Can you imagine and then our work starting time was 7 o'clock in the morning and then, work finish time was around 8 or 9 in the evening. At that Time, Company provided 3 meals in the company canteen, breakfast, lunch, dinner. And then evening at 8 o'clock is time for leaving by most people. Some people remain until 9, 10 and then again 7 o'clock \* you know then and so we say day and night our people worked day and night, no holidays. And then we could achieve this economic growth. And also another important thing is I think is leadership. Our president Mrs Batyomi, his leadership is really respected by all our people because we just consider the traits, economic growth all the foundations were made by him. You remember after Korean War I said very culturally and all the ashes no industry at all and he just started to put foundation bricks and then his focus was for the say heavy industries and chemical heavy industry, not from light industries. He immediately started his heavy industry, like cement or ship yard or you know the big industries. And then say he just \* to the seat at the time, then people also worked very hard and then the \* changes. So here leadership means that he just made the right decision. Let's say if he, if he started is some major industry or light industry, like you know just producing clothes or you know, toys or whatever. But he started with heavy industries; say steel build and ship building and you know petrol chemicals. Of course in the beginning he just started with all the money borrowed from America etc. And then also around say late 1960s, early 1970s, even if we had a lot of say university graduate people, no jobs. And also at the time half the military crew, no one sees the money. And then you know at that time West Germany and Korea was in the same fortune. We were divided country and then we tried to be friend with each other and then West Germany said okay we need some coal miners and also nurses. Can you send your people? Okay then for us that was a good opportunity. So we sent a lot of coal miners, university graduate people because no jobs and also many people \* also university graduate sent to Germany. And then Germany just lends some money, that became cesure money for our industry. And then also you know at that, one interesting thing is, at

that almost no cost you know. Can you imagine just everything from Batimantyo and then how brilliant when he visited Germany, he just showed the \* and then he, when he came back he also started constructing this motor way from Busan to Soal, 500 kilometers. So he predicted that in the near future we will need this logistics and transportation. This will be the basic infrastructure so at that time all our people said crazy things, why do we need this motor way, after 10 years \*.

18:48 Speaker 1: So how does this relate to like today's work setting, work environment?

Speaker 2: Okay and then today of course, after that we also experienced \* and also this \* case and also before that we had IMF crisis in Korea. So lot of things and then we did you know, we scared of \* needs the government and also reforming old business \*. Now a day's Korean companies work style, everything is complete different from past setting and also peoples minding this and way we're thinking everything different and also this high racy system different from us period. We had a lot of multi steps but these days many companies they only team and then direct reporting. So we just moved a lot of middle step. So I can say after IMF crisis in 1997 Korean companies, substantially re-structured, similar to Western style I think. And also lot of iracy destroyed, so now a day's even younger people sitting on top and the elder people below that is quite normal in Korea. So nobody consider his strength.

20:49 Speaker 1: Okay you mean that \* okay.

Speaker 2: So that means almost the high racy gone, high racy just gone. So Korean companies as changed a lot after the \* crisis and also denon brothers case. So now target is, how can company operate with a sustainable you know future perspective and the target is what can be the next generation foot, how can we survive? What will be the society agenda for next generation, so all you know the Korea companies, our main interest is, how can we survive. So we also do lot of case studies, finish our own company with \*.

21:59 Speaker 1: Apple

Speaker 2: No no, some schimage.

22:01 Speaker 1: Oh is it Nokia?

Speaker 2: Nokia,

(Talking in back ground)

22:18 Speaker 1: Okay sorry about that.

Speaker 2: So I think Korea government has turned \* and also in the past because it was lady ish, as you may see our people in Korea, I think in the world, Korean and Japanese, we have the biggest difficulties learning English because we comprehend different language structure and other time in the English. China is slightly better because they're same order, in English. But you know Japanese and Korean we have a different order in \*. For example when I say, I am a boy, then in Korean we say I boy am. Always this sequence is different. That's why we have a difficulty learning English. And then another thing is in Korea let's say, we have no particular bankable net worthy associate. No reproduction for \* 100 % imported from outside. And then not much network associate like gold or coal. So most of them are imported, then what is escape for Korea or the people and then even the people, the noise call venue and then education. So in the world we are the highest people, education people, education effort. So actually all the parents in Korea, they compete each other. So to raise children is better say education back ground. There is actually I can say competition among parents. So even the say, very young children at the kindergarten, elementary school, they have no time to play. When I was that age, I played a lot but these age say 1970s, 1980s, 1990, then you know our people, we focused tremendously to this educational wishes And then today they say almost 90% people say enter the USA. Of course different, different quality of university but there is also, there may be, there are plus, minus intake. Say educated in people some of our people is very smart, very smart ideas etc, so also some outcome over RND in certain development, so remarkable in the world also, many good ideas. But another issue is you know highly educated people they don't like to do difficult dirty jobs. You know the in the street nobody like to sit \* we



need to import people, also at the ship yard, say like very difficult jobs like welding, we still, we have a lot of imported people doing you know sort of 3D jobs difficult, dirty, dangerous. The 3D jobs by many of imported labors in Korea. Then we have also quite a high unemployment particularly for younger people, who are just graduated from university. I can say I think roughly almost 700,000 to 800,000 university graduate people no job. You know of course by statistics and also by our government they like to reduce as much as possible. But many of the young people resort to proper job, they are working as part time like \*. So particular I think unemployed younger people, university graduate is maybe around somewhere 700 to 800,000 people. This is really big society problem. And also when everything, today many companies, lot of technologies automated and then as you know, you don't need that many \* and then that is another issue. So it's more and more difficult to find a proper job for the younger people. This is another society problem and also another point is, everything becomes very expensive in Korea. This is typical trend of a developed country. I think Korea also; we say some people say we adjusted before the category of a developed country. We are entering into developed country group, we are slightly below but any how you know the price of level in big cities, price level of the housing and the living cost everything getting you know expensive and then for the company people, running companies, factories. So enterprise and etc, season everything is quite high, they prefer to go out of Korea. Sometime let's say 20 years, 10 years back many companies won't come back to China and after that to Vietnam or Indonesia or India something like that. So a lot of Korean companies been operated outside of Korea today because of this high expenses. And then young people they lose opportunities for employment. So this is like \* reality. So this is a problem. So in general I can say our Korean people, many of our people highly educated. One interesting thing is Norwegian and \* as mastered the way. You know a lot of, some case we can say, inflation to is you know the school background. Many people is most have our even doctor \*. Even doctor \* sometime they just teach at the middle school or high school. This is also waste of money and time and effort you know. Not necessarily why teacher needs a PHD. PHD they should do more valuable work, like the university or some laboratory or, but because of the too high educational field cause society to inflated school education you know background. This is also a problem and then also there are many smart people \* education and also many people studied outside Korea particularly in America or Europe. I think in America with so many people off to study, they just don't come back and they just remain in USA and also for some period many Korean children at elementary school level. They were sent out for schooling outside of Korea, America, Canada, Australia, Singapore, etc, so English speaking countries. Huge numbers and elementary school boy or girls do not send out and then you can imagine for that small children when they go out separated from parents how can they survive. I think maybe 10% of them to the right direction, all the rest to a different direction maybe. So they don't show hast for money but competition among parents and also one the hostile our people having feeling us language to English. So our people are considered that when people speak better English then they may have a better condition in the company or better jobs or whatever so also there was one of the reasons why parents send out their small children out of Korea at early stage. So interestingly let's say I don't know whether you heard about the story of Samsung Electronics. This is also an interesting story. Samsung Electronics they were founded in early 1970s, they started from \* to learn electronic buildings they visited one of the electronic company in Japan and then they were kicked out, finally they couldn't manage. So they could get some other wise from one other \* electronic company and they started to learn. They produced radio and television etc and then today Samsung electronic company they are standing is very high. Let's say recently say revenue, revenue and profit produced by something electronics that is bigger than the total amount of Japanese electronics companies, like Sony or Samuel or any you know Japanese. All Japanese electric companies, all their revenue and profit all together is smaller than Samsungs. That is very interesting I think there is really and also our people see that as one very good example of a success story. You know we just started to come back from scratch but today remarkable. As you know in the past the Sony was really famous, Sony polag and Sony, anything from Sony was very much respected but today Samsung they are much better position.

35:23 Speaker 1: So in, but in today's environment how is it for people get a job now, like \* at the ship yards. How it is like working together with the foreigners, are there differences?

Speaker 2: Yes in the past you know our people traditional we tended to respect foreign people. It's up any \* in the past, you know our Korean people we consider the foreigners all foreigners as Americans. In the industry

also anybody you know young, small, children when we see the foreigners USA, America something like that. So that was mainly because of some you know, something about the language. So our people respected the foreigners when they speak English, that was starting point and then of course I think in, we have a lot of interactions and communications and learning from foreigners, foreign companies. And then general based on this \* off shore, we have a respected foreigners, very kind, so a lot of foreign people they say Koreans are very kind you know. They will always I think culturally, that \* but everything now is based on the fact rather than just the precedence of belief. Everything becomes more transparent and clearer and these days I think foreigners, not all foreigners are respected only because they are foreigners. Now a day's are different. But still everything is you know based on visit relations and everything is transparent and also all society in Korea I can say became more transparent and maybe I can say more Westernized and very close to Western way of thinking and behavior, attitude in many respect, become more problematic. In the past everybody sometimes try to pretend or you know just to show off something but now a days different.

38:34 Speaker 1: So would you say that sometimes you think like there are some cultural differences and maybe in the ship yards and in the inter\* between owner, DNV and sub contractors and all that \*. That could mean to misunderstanding of some kind, do you have any examples of that?

Speaker 2: I think if these you know the ship building industry for example, ship building industry there have been lot of say interactions among you know foreigners and the Koreans. You know natural particular for these owners, owners' superintendent. Most case they are foreigners coming from the owners company and \* because even if we have a local surveyors, many foreigners. So based on the experiences etc, so for ship building industry already I think you know, I think no predators and no problem with cultural difference. So people understand the quite. One, what is different culture, how we should respect each other, how we should work together. People understand, so actual the cultural difference cannot be any barrier in working together in ship building industry, is \* North Korea. And also communication wise also, I think it's quite okay, also people working in ship building industry, people working for any export industry. Korean people also speak reasonable English, reasonable level of English, even if they are not that fluent quite okay for communication wise.

40:38 Speaker 1: Okay, so in the cases of where there are some delays on like more complex construction \* what would you say is the reason behind that?

Speaker 2: There are many parameters you know for example off shore project \* or production you need is \* then main thing is \* technology for those product still design is not ready in Korean. Ordinary ships, conventional ships all design are available by own design by Korean companies but this so called complicated, sophisticated advanced \* ships. \* Ships are almost available by Korean design but semi and oil production you need, DNV or etc. Still design is not a \* design from outside from design consulting company. and then free can change over designs, this is really uncontrolled part by the ship builders and they always like a change of design during the construction period. And then it causes delay over production even if it is compensated. So there is one other reason and also second thing is Korean Ship yard they are \* understanding over these complicated system. So you know the conventional ships like Boat carriers, oil tanker, containers. Korean \* they have a lot of experiences and they have full understanding how to build, how the product look like. But the problem is off shore, off shore \*. In many cases different design, different specification you know so many things are different and very rarely \* happen. That means people have no experience, every time new experiences. So understanding of full say concept of the project and the structure or whatever then they easy make mistakes. Another thing is confidensation, for this off shore segment compared with conventional ship naturally locking confidence and then also unstable labors. I can say you know in the past the Koreans in that for example, welders or \* all workers, say almost 90% direct employees. Now a days almost 90% \*, that means several \* they have no say owners minded. You know, they, anytime they come in and after one project disappear and new one coming in and then this is really problem. So this is very unstable and also for so called, there is no accumulated say \*. Every time carrying and out, in and out project base. So when one project is completed all this there are some learning point, what went wrong, why it went wrong. Okay for next project we have to do different way, we have to say take learning point from this and then next project, another thing, another civil conflict. So everything is starting again, so this is a problem, so for the complicated problem I think that's really when Korean ship yard pick 3 for example and by some days when they leave the \* off shore project. They lose

huge because of the particularly say big delay delivery. In some case more than one year, then I think their penalties in some case around 500, 000 US\$ per day. There is you know the chartering. Then if it comes to one year, bankrupt.

46:01 Speaker 1: What kind of solutions could fix like these problems with staffing and design and that, how can you mitigate those items?

Speaker 2: I think for that, bit challenging item but even now I think ship yard people, they should see what the problem areas are and then I think I like to say personally, those workers, they should not be in and out continually. So of course for, I think after this I have crisis, people all company they try to be say reducing size and everything just to save cost but utilizing these sub contractors is not the, immediately that can be the solution. But in longer term there is a better solution. Longer term I think I can tell you one thing, when Korean as started to build a \*. Then they started with production hours over 1.1 million, 1.1 million production hours. Say design \* only production hours of the production from steel cutting, welding and completion. 1.1 million production hours in the beginning and then later on it ran down to 350 000 hours. That means it came down to one third almost, almost one third. How could they achieve that, you know at that time the production work forces labors, almost 90% are work employees. Everybody felt ownership, this is my company,

this is my company I should do something for my company. My company \* practical \* to me, so this is directive into my own interest, very strong ownership. And then you know it's possible but now a days as I \*, say one project finish by one sub contractor out, another one coming in you know nothing is improved. And then same mistakes happen every time repeated, no improvement.

49:00 Speaker 1: Do you see any difference between what kinds of owners, are there any differences in how well they lead these projects. Are they the big players are they nurtured on the smaller companies? I mean those ship yards, are there any differences from like who's the owner?

Speaker 2: Well of course I thing big ship yard case, they have traditional prefer the customers. \*prefer the customers, of course they treat them as say with some premium one. So of course in that case I think there may be some different say treatment but in general ones they receive any order, there main target is deliver within due date, with specified quality and specification. But in many cases I think these unstable labor situations and also some incompetent say work forces etc. So I can say stumbling, so we can say Korea Ship building industry, their capacity or capability. Their capability is not as before but rather when time passes I think capability or Korean ship building industry became deteriorated, degraded particularly from productivity wise. So this is really a big question, big challenge. How we can restore our say, better position in the industry and also another thing is why we have been experiencing this one, also as you know the Chinese shipping industry they catch up very fast, they pick up everything very fast and also they very good system on funding, financing by the government. This is also another attractive issue and then not \* coming to China. And then say portion for Korean ship builders, very regularly shipped to China and also at the same time you know the Japanese capacity, Japanese capability for shipping. Everybody have been thinking maybe their ship building capability would be disappeared in couple of years. But they revise you know, they devise and then they say January this year at the new \* Japan became number one, a single month, Japan, number one, in January this year. Last year 2014 statistics, by number of the ships China received 39% by, number of ships, China 39%, Japan 23%, Korea 12% by number of ships. But of course I think it's \* Korea was mostly say high valued like LNG or Mega containers. So if we simply compare by older price we are number one, we are still bigger than China, even if by number of ships signers almost double but price wise Korea is bigger.

53:23 Speaker 1: This year Japan is bigger.

Speaker 2: No no Korea was high, and Japan traditionally they would very much specialize in building \* carriers very simple design result to modification just like commodity production. But these days there portfolio much widened from say containers, tankers and LNG. So Japanese dividing and then what we worry about is say total size of pie in Korea becoming smaller and smaller. Of course I think all people say we mainly focus more on high valued product for the, let's say mega containers, we say new trend of mega containers, 20 000 TU, 20 000 TU order into Korea but at the same time that is under discussion in China and also 11 number of 20 000 TU

ordered to Japan\* So then say what is our special thing Korea, quite \*. So I say our future in Korea ship building industry is quite gloomy upright. Depending on our \* we have to focus on how to revive, or how to survive. I think we are at the point to decide our fortune, this is a really you know difficult situation; otherwise everything will be really shipped to China and Japan. We are losing price, competitiveness and also no core technology and design and also competent, production companies everything just you know.

55:28 Speaker 1: So in order to build this competence is like a \* where you're focusing on the team dynamics, so I see we're running out of time quite fast here. I was wondering if you can do a short survey here, it's supposed to be on a individual in your team. But we haven't cleared that yet with the \*. So if you could do like a team average like the team you're working in right now, on all of these statements.

Speaker 2: This is my own but I will think, I will.

56:02 Speaker 1: Yeah, so take your team average, so ranging from zero to two on those 24.

Speaker 2: So here why is a different called one to six.

56:51 Speaker 1: That's supposed to be like team members but if you can use the first column to make.

Speaker 2: Only one column.

56:56 Speaker 1: Yes, to make the team average.

(Pause for survey)

58:50 Speaker 1: Okay so like I said what we really want is to make like all of the team member for as many as possible to fill in all this and well we can produce like you see in algorithm as to like this is one of the out puts and here we see two different teams, teams A here in the older individuals are like these represents the individuals so they are like equally domination and they're interpersonal transactions is in the same category like here, this is supposed to be a red section and that's kind of the trouble makers. So I in the position and then you have the more of the nursing kind like caring for the persons, this is the green one and then finally the blue one is more in control and like rules and that kind of thing. And team B here as we see it's quite different, we have some dominating individuals and we also see polarization in the team, so there are like a polarization and of course where we want to be I think most people prefer to be in a team like team A. So that is what we hope to get some more date on that in addition to \* get some constitutive data as well. Well we're out of time I wish we had some more time; it was really interested to get full preview on things leading up to today's situation. So again thank you for your time.

Speaker 2: Your welcome, thank you.

60:25 Speaker 1: Now we're off to, okay see you.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Korean	Male	DNV GL	Manager	Okpo	61 min

### Transcript

0:03 Speaker 1: Like Norway and India, we start out quite soon. But also we look at how executives influenced organization, how the dynamics within the executive influence organization and how they transfer knowledge within the organization and a look at team that work in risk full environments. Like Neighbor teams and teams from platforms and the coat ranging between off shore and on shore installations, focusing up that knowledge within a transparent creation.

Speaker 2: You know that actually the class society actually, interest my company. We have a lot of the \*how many countries knows, maybe more than ten country people working together. Basically there are many intercourse of the world big issued you know. They move into the province like in Russia to Korea, the country is quite different.

Speaker 1: Absolutely

Speaker 2: And also even if the same company\* the world wide company they own the cultures there is also. Then now you're talking about those product, they have such an improved product\* off shore normally mega project is a \* in Denmark. Some of been to the \*some part have been through the\* some parts have been to Japan. There organization too wide and normally \*the response, project amaniser. Each year they have to have a project, pill the project amaniser. Like a big organization there and they have also communication\*. But all case of DNV will insist on communication \* our \*close to viago samsung. Viago send operation to \* and in other countries \*. The survey program is there and we call MPS.

Speaker 1: OK

Speaker 2: Then this kind of \* this is saying that our assistant and \*people we are communication with listener assistant. \* We created a one design point. And that project is happening now. We did it to the \* you know our sister. We can offer at the same time in \* this is important. We formatted all data, \*. Our security unloaded our system, that we can see all people through this system and this go to the approve center. Approve center in \* they approve but the day we installed the system, I was seeking to\* that is a one way system.

Speaker 1: Isn't that a lot of information for the police to handle?

Speaker 2: No, ever thing is there.

Speaker 1: Are you able to utilize the whole system because of the load of information?

Speaker 2: Yeah, this MK is the kind of the amaze tooling out DNV. Maybe I guess all the cross society have old systems there. That is the main purpose is old project handling through this program was for material also equipment \* everything \* through this program, also the certificate or all the documentation also created in this program. And the cross society mainly meet by this impact, one is approvement, another is a thing we call MC but \* last is new building. Ok \* last is the operation and mainly cross society consist the sport department. Approval, \*new building, \*. The cross society is kind of very similar car listens, every five year. This certificate should be \* otherwise this thing cannot sell because \* chippies are moving they need two kind of certificate. One is the cross certificate another is Nationality certificate, travel certificate. Without this cross certificate this ship cannot visit the intrudas. Intrudas doesn't guarantee without the cross certificate. If the cross certificate is accreditation pays today, this is \* major company in Ukraine. In spite of, this is a kind of refund.

5:46 Speaker 1: But you said it was two certificates; one was for national the other was?

Speaker 2: Was for cross society certificate.

Speaker 1: OK, that's an international one?

Speaker 2: International one, yeah it is. Yeah but I asked the union, is eleven cross society because mainly the different thing is the, we have a number grade of the cross society. We also second group of cross society. The number one we call highest but it is a little bit expensive. You know the people that \*little bit expensive also cross is expensive but \* high \*. Also we can get money from the customer, money also paid to the seconds, we captain collect their money. Do you know why the people like Jafeca, because they can selling or gain correctly compensation? This may \* why people like hunda? When want to sell him car, we can collect \* this main reason.

Speaker 1: As long as they have a certification they're able to sell at tigan?

Speaker 2: No not specifically, ship or selling there to other owner. This was made by number one cross society, this cross is open nice because high quality, high ships because cross society they have their own technique. OK ship is build in the base of the cross \*. DNV is have some high tech tanker ship that are develop a lot of technical in our route to tanker ship. Then holo they want to\* who is leading over to cross society tanker ship. DNV OK we want to \* they have all technology there. Yard should have follow in the old DNV requirements. This ship became very high quality of the ship. We have also, second group of the cross society like Poland or some other country but this is \* but this very ship but they don't have any \* selling again to ship license. Custom open to money is \*. That is a different area. Our cross society, you know why cross is happening, long time ago, actually the interest company in UK. Interest company that came, they started trading worldwide, Spain, they go to the \*. They started \*they knew what they bring every \* a lot of the trading started but seems too much is sinking. They lost money then\* when they compression the cost, they could not charge the engineer, they invite \* ok check with the condition deciding the money. It's just money, but then these people go outside, they make a company, they deserve\* to register. There is number, there is \*you became cross society. Later during cross society DNV cross society \* many cross society\* because these company lead to some guarantee from the special listed, these\* cross societies. That the history of the cross society are based on the insurance company. They want to get \* the e specialist then we are issued certificate; we all get a new ship. But based on this national company register\*that's the history of the cross society.

10:04 Speaker 1: What happens if there is a \*if the ship is \*certificate, is it you get?

Speaker 2: Yeah also should be compensation.

Speaker 1: OK so you can be sewed?

Speaker 2: Because in order to seek probation, we need basically two certificate. One is the cross society\* insurance company, second is the interest convention. I'm always there, interest and \*. Based on higher commission, we have many \* Samsung. We have convention there, this convention is greatly based on the \* the titanic sinking. We make lopo, we make ladin, then in worldwide I was there, you know we have a one organized higher, more interest on\* . Below we have many conventions there, then all country is members of the IMO then every year each convention they release some requirement for this year is air pollution. Then the main focus these days is protecting the air. Then this requirement continue to develop, they either ship to the ruling to other country, back as we called \* US but I went to Korea. In to the\* Busan Korea, the certificate should be validated otherwise this cannot\*the Busan also cannot \* from Busan because we are thinking this is a kind of \*. Ok these \* ship is going to the USA, they're sinking, air pollution also corrosion is a big \* but very dangerous.

Speaker 1: When didn't use standards or the ships do they have to update it, the old ships do they have to update or is it only for new ships?

Speaker 2: Every ship

Speaker 1: Every ship.

Speaker 2: Big ships should be built to new building, except the part that you see\* every five years should be re induce certificate. In order to re induce the certificate the ship regularly is kept in the cross society. Annual survey\* we call five year, we call\* that within five year all men should be re-certified.

Speaker 1: Sp after you re-install.

Speaker 2: Normally it's just inspection.

Speaker 1: If it's not good enough.

Speaker 2: Yeah, yeah that's a new place. They just collect function, you have to function. Then cross society mainly concerns\*. But convention mainly consist of safety and pollution because ship, not only ship, there are a lot of cargo's there is money. When ship is sinking people die, money lost, pollution happening, cross society is just to consider to be done intend our room is sinking \*. But convention, so losses safety not put as pollution. \*Is just communication or the \* OK without any limitations, they want to \* is sinking. This is \*convention. The oil is just the people securing. The crime for living at \* should be better. Sailing should be\* such they have some conventional size that should be\*some kind of protection people\* into the lagoon convention.

14:32 Speaker 1: is it hard to getting different nations to understand this, when you collaborate, is it a big difference between the Korea and the Norwegian understanding, in what way?

Speaker 2: Say it again, the collaboration.

Speaker 1: When you need to put up the standards and address that knowledge of \*then you do collaborate.

Speaker 2: No this is OK, this is common sense of but, OK, now you're committed to the collaboration of you and \*. OK this is requirement we call \* lode and lode regulation. Cross society we call lode, in the convention we say regulation. This very clear that depend on the area production size are different, is the culture. Korea culture, Chinese culture because we OK but our customer \* quite different culture \*Korea we base Korea to Oslo, we never stop to working but we \* some European OK this is break time, for now only during \*when this job is finish. In Korea we finish and go to happy ways. But Philippines only \* actually our \* we have two to airport to disband the culture issue. We have very internal course example if somebody come to Korea we invite the \* we are going to two day course inter-culture course.

Speaker 1: Two days, is this only here at this office or?

Speaker 2: No, in world wide DNV.

Speaker 1: Oh worldwide, OK.

Speaker 2: Because we are a international company. We have a more than ten country here. Sometimes we also invite the \* wife to be at the course. Trying to, why did the DNV call us? It's the trusted. Korea we handle \* we show the right race respect, disrespect. Any way the \*coming \*we've spent with us. What is it Korea \*. Between our employee, we also delay this topic, conversation.

Speaker 1: Do you think sometimes, you think Korean's can get to know it if westerners don't really understand the culture?

Speaker 2: Very quickly they catch up to the culture.

Speaker 1: The westerners. But if someone did not follow the culture.

Speaker 2: Also depends on characteristic you know.

Speaker 1: One thing is Norwegian that they also work with an office in the US.

Speaker 2: Actually my experiences, Germany is very \*. Greece is very sensitive, Polish is also very tough. Like for some, Russia, Polish, Germany are most tough.

Speaker 1: It's quite different from Norway and Germany as well.

Speaker 2: Norway culture, South Korea culture, very similar. I explain why, because Korea is \*protect from other country a long time ago, from China then we are very protective Oslo people. We acknowledge you know certain \*at the time. But anyways people leaving with a tension. Not just enjoying the \* not always tension there dispense \* also we were protective, prepared in a picture. That maybe called sestema. That may happen in the cross society Oslo. But they don't want to develop, aw we are number one, you have too much customer. We don't have the customer all right, we don't have any people. We should have\* our customer then we have more positive approach. For instance when I 'm working on a side, I make too many ships, we do\* and the cross society. I called to the office to cross society, DNV they answer within one day. People cannot answer their call, sorry they are in\* any way dane comes to ask what is going on, Avis, lovis, I don't interesting, why? Culture, we get to culture. The DNV is like the \* why we became number one cross society, culture is different. We are more focused on the customer, very quick response also we are also eager. We don't say fine at present condition, we all want to develop, looking for new business, that DNV is now major of \* also the energy path. We allow the develop to our business, then some of the time it's not just to\* some of the time. But we are main concern is going in cross and as creamy as it some say\*. We are continuously \* but the other cross society they satisfy as present, they don't even really dock shore. They are just maritime, actually the culture is quite different. The cross society also make us, working for the whole, many country people\*. Our company, we try to train people also showing them to get more focused on the culture issue. The topic always talk culture, they also \* a lot of the internal cost. Actually DNV we don't, we have a lot of internal courses now, we spent money for the course. We \* they don't spend money on education but a lot spent money on education.

21:34 Speaker 1: Do you notice any difference, how long have you been doing that, spending money?

Speaker 2: I cannot remember, OK compared to the other cross society, there were more than party times spent. We are continuous the spent the hour in less for develop people. We have a basic individual development, every five year, which also we are settle down by individuality, we call IDP. The five year plan sustained inside my computer, our assistant. With this speaker we have all system, I input \* we just training people based on this. People first should be interested, \*should be \* correctly and then compress \* and our people, then we call seventeen, twenty, ten. Seventeen is just under that training, twenty is just some getting coaching from our \* ten really is a course. That is we settle down, listen to our computers\* just seventeen. This now \* our personal development.

Speaker 1: Could this twenty percent that's usually.

Speaker 2: \*

Speaker 1: Is it often out doing work?

Speaker 2: We have also DNV, we are very empathize coaching, teaching. We have a trainer in the old route that if some people join. Make up training.

Speaker 1: Is that individual.

Speaker 2: Yeah, there are two kinds of \* you can go individual. We have every year, our head \*. Every four year we make a tectical pledge DNV based on tectical plan, tectical is just direction of the DNV. Based on this \* each person we make the goal, any oppression plan, we call A O P. Each department they make a AOP then based on this AOP the more department have decided to let remake a key unit goal. Then based on this key unit goal. Company \* from each person unit goal that we said. Then you run into direction \* that is ready to go. Plus we are normally with the row of two personal individual then created every year my goal, personal goal person. I did pick individual to go to that class.

Speaker 1: Interracial



Speaker 2: Yeah, then we consist to sea at television. You need individual to go every year plus five year, IDP individual development. This IDP is a \* and now I use this there. I develop my knowledge \* to civil operation, island to go energy pack. I want to go to social \* something like that. There is our general training kit.

Speaker 1: Is there any incentives, is there bonuses or anything?

Speaker 2: Bonus is not available but we spoke course last in the training.

Speaker 1: So there is no measurement here have made it or not?

Speaker 2: Actually the DNV is a re evaluate to this. We are wonder why, we have \* from the 6th to the 15th is the \* employee payed. Since he's trainer, the trainer has to come to DNV we sat the six. 15 is present. We also send the \* there. We have promotional each.

Speaker 1: So one is the CEO, fifteen is the CEO.

Speaker 2: Fourteen is the vice precedent \* CEO. 10 to 8 CEO. Below 8, 7 year. Then until 8 we said we call, survey engineer. \* the senior is good in survey, senior principal engineer. \* haunting our student. Then our DNV employer is either \* we don't have some payed for your assistants.

Speaker 1: So that's quite impressive, the other stuff I've been reading about and meeting. There's a lot of inconsistency around.

Speaker 2: DNV is actually you know more than one under the country now working together. Also we have too much cross moving. Also DNV cross is open position. We help with \* there, we opened our system, we cannot cry. We company to \* if I'm selected I can move in. We not in the like a some personal company. We are if the people \* we support, you can do by himself whatever. Some doors have been open, me never \* any security \* the chapels are open, we have competition. We have to interview then select them by their practice. This is culture, this Korea, Germany, there were Germans there, they look like soldier. DNV sometime I win, sometimes\* but they just following the order, just almost. Then you have to say \* talk to \* people. He actually \* because this based on national cultures very similar. There condition is very similar, sometimes when you talk to Polish guys ok, just kind of \*. They don't say too much Polish guys. Russian a little bit different, Russian sometime \*. Same country deport \* Italy, France.

Speaker 1: Yeah, their emotion

Speaker 2: Emotion.

Speaker 1: Do you feel there is difference in the leader ships between the Norwegian leaders and Korean leaders?

30:05 Speaker 2: My opinion is there was a DNV I don't know other country, company. Norwegian we a lot of \* my feeling. Concerting any decision, any election, that may be our \* can think of something to company \* we make a election, not only our own decision. Looks like DNV we do a lot of investment consultant. We also consultant to other company, but also when we decide our election day, we I believe that they also process the \* at this point. Look like normal way, now since this common practice. They \*. I also experienced Korean company people when types \* I worked in the group big company, number one in the company in Korea. They were \* then want to reduce the size and they invite the \* working together one months. \* This professor main purpose is the relation that this department is correctly organization, correctly position, correctly, then the \* some this department. Finally see some little reports to the CEO he threaten all the \* CEO. The \* are invited consultant because this is the time \* to attest \* talking \*. Then I nearly impressed him because not \* just working together \*. Then he pinned me reported by himself. Then \* is a near consultant. Normally consultant with \* sitting together there OK. That is \* but this professor was working just to get \* .

Speaker 1: On on individual level, do you think there's a difference between you're ship or different.

Speaker 2: Because working condition is\* ship. Ship is a more transitional method example this is a series of most \* international invasion. In order to the even the suspend on the ship because this is the suspend, \* cannot sell a lot of our money\*. But off shore main procedure reduction, grasp reduction this is \* actually off shore that liable to interracial convention because in order to apply the interracial convention, ship shouldn't be moving. Moving means that some kind of weapon. The ship is moving without any control of the \* example this, where is the sea and Los Angeles, lost the power \* the pass, you can imagine how many pollution, a lot of image. Then that's why operationally we want to control each other but off shore we have a mainly type of service cause the novaltion state, UK state, then maxed up state Azoria Canada. In order to OK, UK we some company located near to the UK government. Can I actually ship to your sea, can you should \* they found \*. OK then can I develop this land? OK, they so many \* the level of that. Then they started a lot of happening \* we got to like the promo in order to get permission. You also practice like this. Then they have some more nature, they make some \* and they have some nature. Then DP for us here as some more meaning, now to the Denmark for \* Ok but you shouldn't show us how to do it. Also how to verify some \* then finally UK case, we don't sail in a ship, you define what which kind of a security is there. Which kind of powers is there, which kind of \* you make some proval dangerous how to define, how to proon, how ti liter, how to documentation. Then finally they shouldn't submit the government, their government \* you can start. They said come and practice, then people they don't need any interracial convention \* go to Mexico to have big extent happening \* then suddenly always OK, so \* internet convention also\* actually interracial convention not \* now these the cross society \*. They want the cross society because government said they could process everything because before they don't want but they \* you get the\* you get in \*. But off shore don't have any requirement just prepare the center state, they can walk in because they are not maroon, prepared so that you the UK \* life time finish.

Speaker 1: So of the companies, especially the Norwegian once.

Speaker 2: Norwegian is

Speaker 1: They have quite high standards, yeah Norwegian. They have a PSA requirement is there. The ship is \* off shore the PSA cannot \* Norwegian they \* But like other state, center state they don't have a requirement, just a you depend yourself.

Speaker 1: But what if \* goes to Africa to, do they use the same standards?

Speaker 2: No, you know this mainly most areas, mainly these are never the \* environment where is too high, cold, very cold, mainly temperature because we are humanly international the ship is build in base \* But the way my attended in me is that the material changing, welding changing, the city changing, everything changing. That's why \* I go just to International \* we call the SP, we normally based on the \* that when we are the protector to the ship in operation ten year, so a ten years everything way in OK. They are then called everyday they will hunt. Kenya's the average\* structure. There has they even wore high effects there OK. Then when we are\* it's a cross society for all that saying, \* based on their experience. DNV will \* based on our experience\* based on they experience. This old \* actually \* but based on this the worries, the experience, make a different defector. That is cross society, it's cross society will develop on cross\* based on the day because we have five thousand operators live there. We get them data, then we have two months of worth data, we can develop our own based on this\*.

Speaker 1: So how is it if a surveyor, if I miss something, hear something, do something wrong, what is the reaction from? Actually if a Korean dealer compared to a Norwegian dealer is \*

39:29 Speaker 2: This is not only the Nationality, it's a personal different. First there are two kinds of the outlanders. They are immediately comment, they will not detract directly. When I \* just waiting for people filling by themselves, their live\* This is not only \* the coaches little bit different from the\* it's personal characteristics, \* Some father waiting for their wives by themselves. So some father, mother \* to question them. Also we\* Korean countries we are very quik. Korea's a very quick, Korean countries are very fast. I explain to the Korean, we have\* now assigned five percent OK people, you play this, you can go only.\* normally please but you, one oclock please, afternoon you can go home. Our culture \* go home, this is Korea culture. Like European and all the other culture mainly, this is the one good example of the culture. Philippines may be

nothing like this right. All the other culture very similar to this. Not only the \* also the Philippines that's warm as, anyway China, Japan Korea maybe a bit similar.

Speaker 1: Today when we had breakfast we meet Norwegian electrician. So I guess he's like a, he's working on some project here. If he's working with some Korean and they're working with some \* and you know it's lunch time and it's Norwegian wants to go to lunch and the Korean to continue working. Can some can there be any conflicts and tension between them?

Speaker 2: Actually may place is a totally different country. They are melting the culture, take time but you know. I can say the most culture relating \* for me. Culture is a very similar product. Then OK, culture is a living style, house, house is very, also that is around or are called. Most in good \* of comfortable pudden. My personal feeling, we had to a culture to prove it. Then that's why I invited people, Europeans to come in. I invite the direct\* we start culture\* soldier. They're the most manifested OK, we have some \* here, Korea's style, actually my people, they don't go outside, they use the Korea restuarant because OK, one they called European \* but this is very inconvenient to the \* take time. They've decided to, ah it's better to change my mind. Also Korean \* very first and is \*. Most of Korean work for these vegetable base. Not fried, boil it, then also this is very digestible is very comfortable. Then you \* I never saw a lot of same people go outside but Greece 100% go out side. UK 100% go outside. Norwegian, that's why Norwegian and Korea are very similar, first 100% prompt but I think they both can take Korea, no problem. They need top look right, cause the cultures based on the\* very deep relation \*.

Speaker 1: Is it only Norwegians who adopts or do you think Korean adopts a bit as well? This is a multinational \*.

Speaker 2: Kenya DNV is actually I work a lot of Norwegian people, they don't have any pillors\* he just arriving last year \* almost a \* to 100% saying thank you. He never get because cultures are very similar but like the German, maybe almost I don't think so. I working as a manager, I may be dealing with more than 10 country people, then we are talking I consider this condition. Then try to affection the intention. I sometimes push, sometime waiting, I adjust in myself, discipline. Example the Polish guy, I never pushed that meeting their feeling, I slowly discussion make. I explain culture because we take too much peeting in our life. This guy go to inspection cancel, push the people, directly calling from\* not complaint. This culture, this guy say like this, Korea work in the quality, they understand the different way, \* they will a lot of culture \*.

Speaker 1: How do you solve that with people?

Speaker 2: In that case OK, I get a lot of complain daily from owner in the management. Your guy come here to there\* you are not \* money OK. How today we plan this big inspection, you guys never listen, then I sit in together ask him to what is going on. I explained to the what is different understanding then I give some apple to explain. I don't blame my people, just OK you are alive, I always say its your right. But concentration is like this, they understand been smaller than if this guy \* no problem but just arriving maybe between 6 months maybe a lot of \* . This culture, then I try to get them team building with work and manager Korea. We can go to the Korean restaurant, soldier like a \* then traffic mediating for \* they understand each other. We are working only take time , one years. Then I need some team building with this guy and i invite \* to Korean restaurant singing, drinking, from next day he fully understand the Korea because this kind of \* they always get in trouble. I say this way that team builder was very important, if we are allergic to some culture soldier\* some soldiers \* then we \* say ah we need a kimbaline. You not like a nice, no this is not kimbaline, just go get. That is the most, \* OK some peopel not \* like this situation but they slowly understand what Korea is.

48:03 Speaker 1: In some the \* we got that feeling that the Korean school system makes it hard for, Koreans are used to just sitting and listening and if they have some thoughts about something. Sometimes they don't speak up, they don't say anything.

Speaker 2: Little bit silent because this was \* we have two type countries, don't you say too much, listen. We \* Korea own the very nice word is we normally, don't you say too much, listen, it is culture.

Speaker 1: But you have like important topics, it's a lot of knowledge and room. How do you get them to speak up; how do you go about that?

Speaker 2: I catch up the always this method. I encourage the mostly like some during their mid teen, and talk to the level and I Mr. you what is your opinion. Then I lead into attention this guy, then first time they normally, they afraid to buy English \*. First time very difficult to say something but they are not the nice to \* they are \* by themselves, then make a silence. Then he like some \* start to tell, he is a \* he can continuously. Then my \* son attention how to start, if somebody too much say then I stop \* very limited but then OK the, how about do you opinion my you, then could you explain to me your business \*then I make some, I leading to the our paper.

Speaker 1: Do you think this is a typical Korean leader\*?

Speaker 2: Actually, but generally the Korean organization is dirty \* European \*.

Speaker 1: One Korean said that they are more used to a standardized army, with the general.

Speaker 2: My age is \* our young age changing because this is based on the country invested earlier. Actually you can pay Korean. Is not only Korean now \* in worldwide companies. Culture you have seen this North Koreans\* this is worldwide cities, there in Bonkok, we are changing continuously. OK we cannot forfeit to change the organization from \* to. We are selected what is the more, any productual organization. What is \* nation we are mixing. Korea also already our GDP is high and we are in this to talk to the change but still traditionally in mind is this older way but our young generation is \* European.

Speaker 1: Interesting, does that create tension between young and old, but senior people. Is there a tension, do they start to argue or?

Speaker 2: Yeah of course there is some tensions there. I feeling initially our senior management they respect the young generation. Because people can meet our production\* by our self, we sell it to our Korea home \* no problem over this \* but we production Coca Cola here, we sell it to the Africa, we selling to the Russian. In order to selling, trading we changed our organization example Korea \* we sell it to the Russia, actually we don't need the Russia, we don't need refrigerating already \* how can we sell \* this is presented in keeping the a\* to buy with \* if you eating \* is very fresh vegetable, you should but it, refreeze it inside. If you put outside in my estimate this is not fresh, then this product is not \* purpose, eating purpose. Then how can we sell it to the \* Russia, then this business guy changed his mind. This \* should be change, corruption is \* you come \* we have other relation like this. Otherwise we cannot competition other company.

53:27 Speaker 1: Do you feel that this is a big change?

Speaker 2: North Korea Samsung and NG \* the mobile and the car, this is worldwide company. Very quickly \* why? They change light. The Polish, \* working more than 15 year, 2002 Samsung, I working over three years and love the office and I opened the office, then we build the one projector of the container that which I over sight. Then a support from the senior people, then could you please \* the internet. I need to start to know the take one month, oh my God, how can you kill one months without a computer. I \* is worldwide, most developed country. how you take one months, this \* this is common. Korea we call direct \* the whole day, you say take one months. I realized they made the nice electronic month, they are not using the correct way. Then what happen, Nokia is number one. Now Samsung in number one, Korea a lot are using the \* a lot of us had to very quickly. Company can get money, they can spend the money for develop. But American they buy \*twenty years, never change. Korea one year's everything change, everyone was changing. We are very quickly changed.

Speaker 1: I noticed a lot of new products.

Speaker 2: That is Korea very, Samsung also \* or to whatever it is very quickly improved \* this main reason.

Speaker 1: I think we have to wrap it up, since we are going to the zone.

Speaker 2: That is mainly, \* its company. They need continue some selling other wise it cannot \* how can you \* you know the true \* some good conditional development. The population is minimum two billion something. \*

Company, I do a country, Korea's team we have population not in \* generate the money. If the North Korea,\* South Korea knows it, so then we can niche through some higher condition but Korea in play also \* people also \* then how can we overcome, \* we realize the situation, we have too much changing the market, too much change the car because without this kind of the rotation or separation of money. Company cannot develop to such the new technical. They cannot production new items, new modem. We are thinking differently OK, seven \* this will work for \* ten years \* but resent the point of view, this is a world war that some men, \* Korea very quickly improved economy because Korea, we don't have any of this source just people. Mostly only\* only the resource, but without\* China, Japan, India but how can, why we Korea very quickly develop the \* main reason, very diligent, people tell us very diligent \* too much hard working, too much \* we are very diligent a little bit compared to other country. But education is most people either to the high education because previously our\* we don't have any chance to improve my life, only way is to study. Otherwise how we jumping of my life, my father\* my grandfather, no money spent to education my people. Then if the world people is to success, this son is leading the family. Then \* two months he's starting this\* I know I talked about a reason, that is \* we call a reason, everyday most poor people, at least high school, \* modern \* people, university they deserve kind of the resource now. Then for instance you never see today the\* of \* in worldwide, they put these sort of people within \* living together, which is available \* at the same time traveling one hour with passport. You cannot find a \* city, yeah you get to it, they travel too much \* they start to hear the crack \* you can see this is more now \* which cities \* with this kind of condition, they have some well \* a lot of high \* down\* is a little bit high educated, all skills high, forty thousand people at the same time \* within more than once no but \* ...

## Information on Interviewee

<b>Nationality</b>	<b>Sex</b>	<b>Company</b>	<b>Position</b>	<b>Office</b>	<b>Interview length</b>
Korean	Male	DNV GL	Expert	Okpo	53 min

### Interview notes

Communication with the yard customer.

Handle technical issues that arise as fast as possible.

Involved in several teams, several teams which are involved with the same project.

It is something difficult to work with different cultures. Different working styles, and different kind of instructions from the management.

The vision from top management goes down to the engineers. We sit close to the customer, so we know what they want and need. However our colleagues at offices in other parts of the world are not in touch with what is going on here.

DNV Oslo and London have a totally different interest in the projects. One typical example is that especially Oslo has also an empty office during the summer. Koreans don't care about work/life balance. The Koreans in the yard expect us to work during those vacation times.

We are communicating on a daily basis

Another difference is that in Korea, every email is marked as urgent. However, in the Europe offices they don't care about time. They say they only care about the quality. Here, quality and efficiency are equally important; the schedule must be kept.

Korean education system is designed to say zero or one. Our brain is designed to find a solution. In the other cultures, they are little bit more academic~ (listen again)

The Koreans want more specific guidelines.

DNV has been in Korea for a very long time. Now we are very well adjusted to each other. DNV London working for the first time with Koreans are creating conflicts; probably the same kind of problems that DNV had when it had just arrived in Korea.

When working together, both have a lot of experience and they both want to change each other's. You have to meet somewhere in the middle.

When errors occur, we treat this as a quality case. WE meet with the concerned persons, and have meeting with the customer. The target is to fix the situation as fast possible, and without too high costs.

There was a big case where we found a large mistake, and came to the yard and explained the situation. Fortunately we found a cheap solution, and it went away.

We can never compromise with quality, or we would not have a business anymore.

Norwegian management style is quite good. It is very open minded and respectful. It is well suited for engineering companies where we need to generate new ideas. The Korean style is more vertical and it works well for creating efficiency. We achieve synergy effects by mixing both systems; we get both width and breadth. Only speed is not good, and only thinking is also not good.

When you communicate with Norwegians you have to communicate differently, but the end result is the same.

Personal relations – very important to build up personal relationship among team members. We are human beings and not machines. It is particularly important in Korea, we see it as colleagues first, family second. The new generation is different, they are much more individualistic. The relationships are still very important. DNV GL is a bit different

Noen ganger veldig teknisk orientert. Snakket om vertikal vs. horisontal kultur i Korea og Norge. Han mente DNV oppnår gode synerieffekter ved å ha personer fra begge kulturer, disse var kommet over tid, DNV har lang erfaring i Korea og det gjør dette mulig. I andre sammenhenger kan det bli mer krasj. Han forklarte viktigheten av personlige forhold med at vi som mennesker trenger personlig kontakt, og at det i Korea er slik at kolleger kommer før familie, han mente at det hadde mindre betydning i DNV om du var med på det sosiale som skjedde.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview
Korean	Male	DNV GL	Manager	Busan	47 min

## Transcript

Interviewee: So in general the 00:08 about the project is that we are 00:12 with 2 other students, 00:13 students. I'm a PhD student; they're working tightly with this project of course. This is their thesis which is a part of the bigger project. We're looking to recall operation leadership, but that involves 00:31 good structure co-operation between Norway and Russia, Norway and Poland, Norway and India, and Norway and South Korea. We're also looking at this integrated operations, the gas industry. And our teams, team dynamic that work through risk full, harmful environments. And working with actually the Norwegian marines, and how they train their marines, and how the big ship Chinese. Yeah and we also look at the how the 01:04 team influence organization, different kind of industries. So that's overall. And the key part is actually knowledge transfer, knowledge direction, and collaboration, 01:19 collaboration. Very good some topic and 01:28 for the interview. By the way, we're also collaborating with a Korean professor in Seoul, Professor Park. It's a co work project. Yeah he's helping us, if we need help with translation, and facilitation. He's helping us, and he's also doing. Professor Park is an old friend of my Professor. So they've been together for 30 years.

Interviewer: Could you maybe just tell a bit about yourself? What get you in the geo?

Interviewee: Yeah. So my name is 02:05. I'm working DNV GL about 9 years. Especially in the 02:16. You know DNV GL some people 02:20. I'm head of DNV. Then before I joined DNV, I was working 02:28 ship yard. So total in time experience is more than 20 years in this. I'm now working in Poland 02:37area. But the previous time I also work in the maritime side. Especially in during time I worked in Shanghai. I worked based on night time, especially my main competence in 02:58 engineer.

Interviewer: Okay yeah 03:01 engineer.

Interviewee: Also I experience some several 03:07. For example some maritime 03:09. Experience some top sided 03:15 and also 03:16 study, and also some everything. Especially in Korea, we have some small country. Country was very small, and DNV GL side was so 03:33. DNV GL is global company now, television company. And in Korea also we have very small 03:41. So this means our key customers are mostly 03:46. And we have to provide all the DNV GL service, anything. Especially at work that means we are very limited, competent person in Korea. We are very limited because of employ in Korea. So we need cooperation with other. For example, in Norway, UK and US, 04:13 and Singapore.

So we're very close corporate working relation base. So that is my current situation, in working some condition. And also in Korea also, my 04:36 and also my team also combine, one Norwegian, one Swedish and one German, and also Danish.

Interviewer: Yeah so a lot of people from a lot of 04:54

Interviewee: Yeah kind of put this on video based on current 05:00. My also current situation only is about 05:05. So I'm hoping the condition. I also how many people are

Interviewer: So not unique

Interviewee: Yeah. My unit about 23

Interviewee: 23 okay

Interviewee: Then 23 is current. My line manager is a 05:27 Norway. And my employees 3 people is a 05:32. Norwegian, Swedish, 4 German and Danish. And others is all Korean.



Interviewer: The rest is Korean, okay.

Interviewee: Yeah. So that is the current 05:56. As I'm in Korea, working in Korea with some Korean partner. And 2008-2009 about one and a half year, I also stayed in Norway.

Interviewer: Yeah for 1 and a half year.

Interviewee: Yeah.

Interviewer: Oh ok. That's Interesting.

Interviewee: At that time I joined the DNV in 2006 and then I worked as a 06:27. And then about one and a half year after I moved to Norway.

Interviewer: Okay

Interviewee: With my family.

Interviewer: In Oslo.

Interviewee: Oslo. So at that time in Oslo, living culture impact. But primarily I'm very happy because I'm very easier to understand the different culture. I joined the DMV information company, even though at that time in Korea was some 07:04 Korean. I worked with some people, mostly Korean. A small employ to some western. Then I arrived in Norway, and a different world. My unit only Korea, only me. Most others Norwegian, and others some European.

Interviewer: Okay that's interesting.

Interviewee: Yeah.

Interviewer: What was the biggest difference from arriving in working first in Korea, than arriving in Norway?

Interviewee: First in Norway when I arrived, some different lifestyle. My 07:52 and also my family. At times different. Norway is only for me, my side. But then I arrive in Norway, and then I have some family. So I'm not only employee, I had to 08:09 to my family side. Also my perception, wonder adapt to some Norway culture. For me and the same time, my family.

So that is some totally different, because in the Korean style and Norwegian style it was biggest 08:35. In Korea mostly, especially from my experience mostly in focusing some work. More focus on work and with the 08:51, and friend. Sometimes very work hard. And then people in Norway, focusing me private, and also family. That has some big impact.

Interviewer: Yeah. Was it hard to understand this in the beginning? I know its a few years ago, but it must have given some impressions.

Interviewee: And also in Korea, some new employee joined some company, or some unit. Most of the people, mostly some senior people, and other people. Some new people like who are young people, and doing the work. At the same time was 09:47. Sometimes we have social gathering, 09:52 and sometimes some drink. So most casino people is just help support, and help some new people, the young people. But they in Norway, doing work it can be, but some within the work hour. Probably some at work, mostly some just to go to home. The thing is some people encourage it.

Interviewer: Yeah. Did you attend any courses before you went to Norway, like culture preparation courses, or something like that?

Interviewee; Unfortunately I didn't attend. But I just attend some normal preparation course, taking back to focusing some culture. Anyway generally some kind of DNB culture.

Interviewer: What is DNB?

Interviewee: Some general course.

Interviewer: Did you have any opinions of Norwegians before you arrived? I think this is an interesting topic, from the Korean side. You always have some imagination, or expectations.

Interviewee: Yeah. So before I joined the DNV, and I did not meet any Norwegians. Even though when I worked in ship yard. So absolutely I did not imagine any kind of 11:35 of Norwegian.

Interviewer: Did you hear any talk?

Interviewee: Just about some rumor from other people, some senior people. But according to that rumor information, my perception just very much, it's a knowledge based company. So everything occurred focused. And then also connected 12:03. Even the small area that are being, probably very small country, that's always cold. Cold and some people is very good. 12:26. So that is my because of DNV, that is my general perception, 12:39. Some connected to my work, similar DNV and Norway. Not commercial, not US's style. America is mostly some commercial type. Mostly based on the 13:06, some kind of 13:10 that 13:13 any kind. But Norway very simple, very ambition, and very some technical side. So that is my image.

Interviewer: Was it a surprise, or was it as expected you think? Or were you surprised.

Interviewee: Sometimes I have any kind of special expectation. Just as some 13:40 and very happy. Because first time working with international company, just my idea and my expectations. I read that information and culture. This maybe can say my expectation. I would rather that.

Interviewer: Do you think that's normal for Korean workers? And they want to adapt to international working 14:12?

Interviewee: Yeah. I'm not sure any other person. But normally Korean people want, that is mostly some 14:28. They will try.

Interviewer: Did you enjoy it? Do you think it was hard to be a Korean, was it okay?

Interviewee: You mean Korea?

Interviewer; No Korea, was it okay, was it hard?

Interviewee: Generally okay. Especially my family, my wife and my kid. They're very happy. That is why I 15:01. First time I didn't want any and wondering my family, maybe is 15:09 one day. Our family is very settled, and they're mostly happy, enjoying Korean life. My kid in school. Even though my wife did not make it to 15:29 but even though, my wife was very happy.

Interviewer: Okay so she was not working or?

Interviewee: Yeah not working.

Interviewer: Not working.

Interviewee: And then maybe less than 7 months when I arrived. I arrived at some 15:56 April. And then mostly at the summer, my family settled very good, and I'm just focusing that for me. I'm a little bit still worried; communicate in order with my colleague in Norway, because there is some gap of some culture different. Especially my colleague in Norway. There was some 16:27-16:28 experience, with some Korean people. So I also tried. And then mostly about, within winter. So we're 16:48-16:51. That's 16:52 culture. I also curious what the Korean culture. They're trying some support to me, but there's some Norwegian, or some European culture. There is some mostly some 17:11. Mostly some other Norwegian life.

Interviewer: We're in Norwegian. Did you speak English in your early days to communicate Norwegian?

Interviewee: Yeah.

Interviewer: So you're currently included by language. They talk a lot of Norwegian?

Interviewee: No, no they're mostly using the English. But sometimes, mostly some Norwegians or some 17:54. For me it doesn't matter. You're the same. In Korea was the same. Sometimes 18:09 nobody using English. Sometimes only we the local people, Korean people using the Korean.

Interviewer: Of course. But I was thinking at my faculty, we're not only encouraged, we're forced to use English. Because of the Vietnamese, Korean English students as well, to include drop in and sessions. But I will say, I think it's a bit hard. Cause it's not hard to do it, but you forget about it. It's so easy to start talk Norwegian with your colleagues. It's quite natural. Then again you kind of flaunt around the conversation, and you see that they're quite 18:54 as well.

Interviewee: Still even though some kind of 19:07 situation. Sometimes Norwegian, sometimes Korean. They're using their local 19:14. But most of we're already know some Norway culture. So normally we 19:21, it's okay.

Interviewer: Sorry I lost track of this. It was so entertaining. That's okay.

Interviewee: Because we haven't met anyone yet, who say Norway. Most of the people have visited Korea, so its 19:39 from Korea's perspectives.

Interviewer: Do you think there is much difference in the leadership style that you experience at all. What was the differences, when you arrives in Norway?

Interviewee: You know mostly different in some company culture. Even though DNV, I just say DNV. DNV is just a western company culture. Also different in other country. Poland, America, and UK. Most are some different. But in DNV a different culture, mostly some hierarchy. Especially in Korea, hierarchy is very 20:30. Some probably are higher than command, command. So 20:37 is very similar. A practical hierarchy. Especially even though I started in DNV Korea, mostly the manager are some Norwegians. But most employees are some Korean. I did not catch some different culture. But when I arrived in Norway I catch some culture. It was clear, DNV and Norway. Very 21:14 some of my nature. And also communication. Especially where I work in the Shanghai. First I only communicate with my 21:26 manager. And then my manager also communicate with his line manager. But in Norway and DNV, sometimes if I need some error that I made, my 21:40 can 21:42. Any kind. If I need I can communicate with 21:49. Sometimes 21:50. That is some 21:53. And also in Korea, the company culture in most cases, just some command and just 22:02. The DNV culture is mostly based on communication, and discussion. Discussion and some output, and also action plan. Sometimes action is barred each other. Sometimes by employee. Korean company is mostly; let me tell you just to comment. Employee just a part to get some people, very 22:31.

Interviewer: Is it normal for a Korean management, or leaders, or managers to have to ask directly what a Korean think?

Interviewee: Yeah.

Interviewer: In order to get their opinion.

Interviewee: Yeah.

Interviewer: How are the Norwegian's managers? Do they do?

Interviewee: Sometimes Norwegians some try, some boast. Sometimes directly, sometimes indirectly. Because some 23:03 especially the group they use is normally a good thing. Norwegian manager and Korea manager. Some good feedback would 23:15. But the better feedback. I mean the Korean manager in Korean company keep directly; also keep some bad feedback between employees.

Interviewer: Yeah direct. Yeah, yeah.

Interviewee: In DNV, the Norwegian managers try to some indirectly. Mostly some practice or approach.

Interviewer: Was it hard to adjust to that, the first time? Given that you had a lot of experience from the ship yard. You have been working for a lot of years.

Interviewee: Sometimes I'm a little upset because, there is not indirect any way. But it's kind of communication culture, discussion culture. Because sometimes we need some action plan. But when I'm in Norway, I'm asking my manager, and my manager could not answer that. Now direct answer. And then managers were in some meeting. Other meeting also 24:24. And then that's discussed, and then what they saying, and then let's make some action plan.

That is some unbelievable, because it takes time. Sometimes we need more meeting. But in Korean culture, if I need some urgent issue, even my manager. He shortly decide and call me.

Interviewer: Immediately.

Interviewee: Immediately and also very directly. Sometimes Korean managers make some arrange a meeting. But also even though during the meeting, also very, very short. Mostly some meeting one hour, and then meet our self. Sometimes mostly meet mid week. Then manager will decide. Okay so just some employee, and just give us some opinions. Just some private opinion and also some guide. But mostly decide in 5 minutes. But in DNV and Norwegian culture, it's mostly some kept idea, or sometimes it's very good. Some employee idea makes some action plan. That is some people.

Interviewer: Do you think the transition is long, like you if you work in the ship yard? With that command style, and starting to work in DNV, where it's personal discussion. How long does it take for you to adapt and be comfortable?

Interviewee: Depending on some situation, depending the issue. So I think the challenge was a very difficult issue, and I think some DNV kind very good vision. Even it takes a long time, take long, discussion, take more than 15. But they need more time, and also need a lot of opinion, a lot of idea from the 26:42 person. Very, very good approach. But in Korea, even the very challenge 26:49 some very quickly, and very 26:52 has together. Then after one hour we have to decide what to do. There's a very quickly, but very efficient, not 27:03. But some small activity, some very simple and 27:13. Even with the in the Norwegian culture, sometimes it's a similar approach. Just together some discuss, during meeting and share some ideas, then takes a long time. There is some 27:31. So that I mean depending the issue item. Now this is also might be my position now. But I worried adapt some kind of Norwegian culture. But I thought maybe I 27:50, more some. You mention some more, and a little some challenge understanding that different culture, and issue. You mentioned that I'm already experienced in the shipping yard. I think it was my idea. It's a very good idea, very good decision. Maybe I remember I keep some idea, and this is maybe very effective measure. But other people they also try their opinion, and then I try some finally made, just one good action plan. Korean kind. Maybe my little challenge here and some difficult to some culture.

Interviewer: For how long time were you comfortable, by working like this after 6 months?

Interviewee: I'm sorry I did not remember yet. But I only 28:51. Sometimes I write the 28:55 and then before the summer I'm very difficult, but most at summer. I maybe, I believe a devious mind or something. Careful with the company culture impact. So during the winter, mostly more comfortable.

Interviewer: Yeah okay. Might be this is simplistic, but do you enjoy it today? What you did at the transformation.

Interviewee: Yeah.

Interviewer: Because I was wondering, according to the leadership theories that we've 29:33. If you have this big strong arm, you will also struggle and you get in complicated situations, your errors. So do you feel that as a Korean, being involved at the ship yard, knowing DNV people can come 29:47. Do you see a difference in that, or this seems working better? Are there less errors or is it actually more or less the same?

Interviewee: So fortunately for my side, I already experienced the 30:05 9 years from my experience in Korea, company culture. And also I'm comfortable; my only adopted son is with kind of the intention culture. Especially in Norwegian culture. So I'm 30:24 and any kind of strong leadership style, and very comfortable especially in Norway. The leadership style, any kind 30:36. And also when I communicate with the older customer, especially the experience at the western style. And also I can, based on my experience I can communicate with other customers, custom manager some my experience.

Interviewer: It was mentioned earlier today that there is a change, in the society in Korea. That the younger employees expect a more, democratic, leadership process so they can contribute. While the older ones are both adapting, but also holding on. They expect a more authoritative perspective. You see the same thing?

Interviewee: For me?

Interviewer: Not for you yourself, but in general.

Interviewee: In general yes, yes. I also about 20 years ago, when I started work at Shanghai, as a young engineer. But at that time was culture of people, compared to now. That time culture was just a 31:54 with some senior person. Not some kind of strategy, and also mission and vision. Just a part of a company vision, just a part of some senior people. And then at the 32:09 they're doing 5 year, 10 year. And then when I get to some senior 32:18, then I already. I can understand somebody. The company vision, my vision, any one vision. There's some my generation perception. But now some people, and even the younger people, some less than 5 years' experience, and also some very 32:45 bigger in the company. Already some mission in the next future plan. And also young engineers who want to understand what the company mission, company strategy. They also want some in line individual mission, and company strategy. So sometime young employee get a perception, a private ambition. And ambition not aligned with the company strategy, then he considers leave his company. There is now some change to some.

Interviewer: Interesting. Is there other than implications. If I'm senior manager, and a young one tries to challenge my position do you see that, both in the DNV or in the ship yard. Do you see that wrong?

Interviewee: Yeah.

Interviewer: And what kind of happens?

Interviewee: Especially in DNV GL, I'm now some major. So I work more than 4 years, I work in a major role. So I will get a lot of this from managers, many demands and the leadership. So nobody when I communicate with, not only some Korean person. Some hiding corridors, some employee need also some understanding and in line with some company strategy. And I also communicate with my line manager, more close individual and company. But the spirit in Korea, I wouldn't mention. Now the younger generation, some different, some style. But struggle in the Korean company. So some technicians in the company strategy and employee, mission. Some 35:09. Especially the kind of, you got into some leadership, and many of 35:22-35:24. Only compared to some western in Korea and western. There's already some 35:34. But maybe now a little more than 35:39-35:42

Interviewer: Interesting it's a dynamic society. You are working with oil and gas projects. One of the reasons why we choose to do this research is, we have seen a lot of the complex projects. There has been a lot of delays. The budgets are exploding. What do you think are the main reasons for this? Besides of course we know that, the Koreans have built more standardized ships before.

Interviewee: I think you only asking the, also you already kept from inside.

Interviewer: We kind of figured that this is the main reason we are there, but if I can just ask. Let's say a worker in the ship yard, it's almost to get order and he do the drop. Let say, is it normal that this worker can think, okay is this the right order. Is it normal to question the order, if he thinks that it might not be the right one?

Interviewee: I can say something, the answer yes. In Korean work normally nobody ask, worker from the 37:25 manager. Sometimes very challenge order, very difficult order, normally working, yes I can do. There is some 37:36 and that's why also you already mentioned. Not only. In Korea a lot of 37:46 sometimes 37:47 but very strong, laid challenging. Also based on mostly the starting point, some communicate the yard and some with company that you have in the contract. If they can, all companies provide for a decent hour, an expected hour they require, then can you do it. Then also in Shanghai, the same yes you can do it. Any time we can get some yes, you can do it. Even though some behind the desk, some very challenge, very difficult. But in Shanghai they normally say, we can do. Response time even 38:37-38:39. We can do but if this is some 38:44. But in Korean style they kind of commission behind desk. We can keep our project. Then contract in some kind of many other thing. In Shanghai just order. We have contract, you have to do. Just to do. This this very big, very big 39:15 yes, you can do. So that's why some at the contract, maybe 39:22 during the meeting. So Korean does everything, we can do. And once you mentioned some oil companies. Wow fantastic, we are 39:35. This is very challenging for the 39:37, easier. They say can do. They're happy, we are very happy. So oil companies very high expectation. But during the project there is some happen challenging, and then delay, delay. Some issue or some typical test for doing the contract behind the desk. That is some concentration. And also you know there's some issues, some kind of you know historical Korean. Because in Korean we have not any some resources. We normally say. Korean people say we're just somebody.

Interviewer: Yeah. For human resource.

Interviewee: Yeah only human resource. Even very challenge, normally we can do. So even though we have enough experience, we have enough competent. But doing the project, doing the work, we can do. We can 40:58. 41:00-41:02. Not only 41:03. Previously mostly in Korean industry, shipping, maritime. They was the same. But we have the more experience but we are content with 41:16. We can build ship, even though we have any experience, design experience, custom, we can do. At across the country and then we started running. That is some Korean, some dynamic of culture. So no money. Sometimes Korean 41; 39-41:40 party, party, quick, quick, quick.

Interviewer: Oh yeah.

Interviewee: Yeah. Thinking of very quick, quick. Also 41:49 very quick, quick work, very quick, quick, hurry, hurry. This is some kind of culture especially in organization. The 1950 we experienced the Korean War. At the war most old were destroyed in Korea. 42:11-42; 16 no more have to work, anything.

Interviewer: That's quite important that you mentioned that. Especially with senior people, they are executed. That one take the decision. So I hear you say yes. It is enormous implications thorough the system.

Interviewee: Yeah. So the Korean war 1971, 1980, 20 years. The Korean economy they 42:50 based on their airport, 42:53 airport. But danger now some 60, now 80, mostly 80-60. So I'm the 43:09 46. So living between older generation and younger generation.

Interviewer: In a bridge.

Interviewee: Yes in a bridge. So especially I only mentioned based on Korean history. The older on they basically work very hard, very hard. So 43:31 dangerous in the company culture. Just any kind deception some Korean 43:44. Just some doing. Now is the younger generation. They're experiencing some typical. They're always some 43:55 in the face based on the parents, also some to increase. The economy. So there's normal. They're also experiencing some 44:10. They want to adopt the western culture. Some the old and the young generation. So I also challenge the angry, the breached, some opposition. But I also experience with the older generation 44:35. Also now I given the 44:38 some big culture, compared to Korean company. But I also 44:43 some young engineer in DNV GL also. Even we are some 44:51 company. But the parents picking was very high.

Interviewer: I was just wondering is it errors, mistakes, especially the different roles of command, and democratic process, are broke up. Is it easy for Koreans to speak up when the rich manager for example say. Hey we have some mistakes, we need to fix it, or it's under the table.

Interviewee: In Korean culture also there is not allowed mistake. Especially Korean manager. If I were mention some, expect better, even most happen some mistakes. Employee mistake. And Korean 45:46 the people there to employ. 45:51. So most Koreans doing this manager share, must 46:01-46:03. But in DNV culture, we allow mistake but not allow, again mistake, repeat mistake. We allow mistake, but we are encouraging 46:21. Based on mistake, they need some long lesson long, prevent some repeat again. Repeat those mistake, very different culture.

Interviewer: That's it, that's interesting. I see that we're running out of time, so we should probably wrap it up. Thank you for a lot of useful information, and really interesting to talk to you. Thank you very much. Actually very helpful.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Korean	Male	Samsung Heavy Industries	Manager	Geoje	55 min

## Transcript

Interviewer: Could you first tell us a bit about what your role is in Samsung and what is your work life like?

Interviewee: My 37:30 I am an engineer major for either a pursue in minor, a pursue. My 0:27 and disasperate is to manage the design, the screen, organization and then preparing some 0:43 committee and then interface with design and all aside . Then we make up the relationship with the quality assurance member and then we will discuss with also our product management team. And then construction member can make up some summarized monthly report to the top management. My kiro is to report to the critical person every Wednesday and then I have a meeting periodically with Statoil and then DNV classification and DNV advisory. Also, UK HSE. For HSE we have meetings monthly nowadays, and then we have interface meeting also with 1:57 and DSME, CVNI also.

Interviewer: So you go between quite many different groups?

Interviewee: Yes, so I am monitoring and I point out some apartulate, we call some small meeting and solve the problem and we also collaborate with Statoil.

Interviewer: Do you work very independently or do you have a close team around you?

Interviewee: Independently, actually I am in the engineer management team. Engineer management team is controlled design progress and then human resources and some document control et cetera. So we are an independent organization.

Interviewer: The management team is?

Interviewee: Yes, management.

Interviewer: On a daily basis do you work closely with other members of the management team or is it more periodical meetings? From day to day do you have meetings or do you collaborate with other member's everyday or periodically?

Interviewee: Not every day, weekly basis.

Interviewer: Weekly basis, right. So you work independently most days and then align with the others.

Interviewee: Every Monday we have top management meeting for key project. Statoil also included in the key plan. So I report to the top management and then share the information with critical persons. If I decided I needed more some technical routine I want some specified discipline member and make up the meeting; not periodically.

Interviewer: Okay, I understand. What is your impression of working with these present Statoil and DNV which have a lot of Norwegian employees, are there any contrary issues that you notice?

Interviewee: I can say miserable or strict. No 4:42 your space on the Norwegian 4:44 , surely 4:47 is adopted by NMA some are PSA also.

Interviewer: PSA?

Interviewee: Petroleum Safety ....So as you know we have limited space but the requirement is too high to many. Sometimes we have something to dispute but we collaborate to improve our design that is critical.



Interviewer: When there is dispute and you have to solve it, do you have to do it differently when you are collaborating with Statoil than if you are collaborating with a Korean company.

Interviewee: We can say two cases one is commercial vessel and one is off shore. Vessel is almost approved design so there is not critical as for my experience. But off shore basin we had some challenges when we got some decast and so we found some discreapancies which also NMA Statoil requirement and PSA. Many times we found some 6:17 we ever so hierarchy what is the priority, but it depends on some judgement by authority such as NMA, CAE,TSP, NIPH.

Interviewer: In terms of the communication part when you have to negotiate, when you have to come to an agreement with for instance Statoil , how is that different than if you were talking to a Korean company, in terms of the actual communication, talking, is the more misunderstandings or on issues like this?

Interviewee: Communication is very difficult, every communication. But, we prepare some data to explain some contract base or some hour practice and the informationpractice. So, we watch what is the conflict, the purpose to discuss is to go to 7:45 . Depends on the contract respect we follow but sometimes we collaborate because we can do it our mission of operation or some discernible maintenance method . Even though it is not specified in the contract but to make sure sometimes Statoil also collaborate with Liserbadecosta, they served some change over.

Interviewer: So it goes both ways?

Interviewee: Give and take. Our logic is every day, every time we open our ear to listen to customer's voice, if we can why not? Firstly we listen and even rate and approach again. There is a Samsung logic.

Interviewer: Is the Samsung logic something which is closely connected to the Korean culture, or is it more of the company culture is unique for Samsung?

Interviewee: Company culture and...

Interviewer: And, national culture is the company culture closely linked to something which is Korean. Do you think it is similar and other areas like they work in there? Or is it more like a company culture? So do you think the company culture is most important which kind of shapes the way you work?

Interviewee: Yes, why not.

Interviewer: And, what do you think sets your company culture apart?

Interviewee: Very flexible 9:46 than other 9:49

Interviewer: Give and take some more....

Interviewee: Korean shipyard is more flexible than Japanese 9:59. Samsung is more 10:03 flexible than other Korean yards, how the customer likes it that is the merit for the Samsung.

Interviewer: That is it.

Interviewer 2: The Samsung group also introduce other consumer products televisions...

Interviewee: Electronics also same manner, when there is some problem with electronics; first they listen and change it or fix it. So that is the strategy for Samsung electronics, it is very effective for the new market.

Interviewer: When you are collaborating with Statoil for instance and the project has to be finished at a certain time, do you feel like you have the same priorities as the customer? What is more important time, quality or the cost? Do you have the same priority to balance these things?

Interviewee: Time is more important; time is a priority. Three resources time, cost and some material resources which .....facility.

Interviewer: Do you mean like the dry dock?

Interviewee: Yes and some more period to carry out some work, we need the time. Whether we have to use our facility and some welders, something like that. That is the last one, priority is the time. That is because ship building is a consolidated industry. Even though I make one item it is related to several items. When I change the pipe line we have to consider fabrication and painting and grinding some etc. At least 12:36 so very difficult.

Interviewer: So if there is a change in the design which comes a bit late or which disrupts the scheduling, how does that influence...

Interviewee: Very difficult, every person knows about that that is difficult to proceed a project, time control. And as you know this is not my job surely because design better I controlled sub drop version can be unbearable. We proceeded and then the consequences are too long I ordered first then I see this. But, construction is controlled by quality manager so I can say design better I can control after discussion with 13:41 display member. Customation 13:42 member I cannot say.

Interviewer: In a situation where there is a change, and it is not quite clear how it should be resolved, maybe something has to be made a new maybe you can just make some fixing around it to avoid the problem. And there is some decision making process, do you feel that a Norwegian company, how do you feel they make the decision, do you have any thought around that? Is it fast enough do you sometimes think that, based on a lot of times discussing, while you would like to get results faster, do you think it comes fast enough?

Interviewer: In decision making, is it the same for other Norwegians and Koreans differently? To make a decision we can do this one or we can do that way. Do we need to discuss it a long time or is it just okay we do that?

Interviewer: Does it depend on which company you are working with or ...?

Interviewee: No.

Interviewer: And do you notice any difference based on which country the buying company is coming from?

Interviewee: Actually Oil Company is very complicated, but reasonable. Some logistics is unreasonable but sometimes the decision is very quick depends on the company. Oil makers are quite difficult.

Interviewer: Do you think it matters more which industry the company is in, than where it comes from?

Interviewee: BP, British Petroleum, UK, most unpleasant.

Interviewer: Most unpleasant.

Interviewee: USA, Greek is easier than ...

Interviewer: So the Greek are easiest than the British and the Americans are hard, the Norwegians is somewhere in between.

Interviewee: That is because oil major company have their own standard on maintenance method, on operating method. Sometimes the operator at the end of delivery, operator come to our 16:42 and they comment based on their own standard not the contract aspect. Anytime we have trouble with a person in the company, the operating person comes up and then they make a new comment. A different decision at the time we had problem.

Interviewer: Do they think you agree to something different in the contract than you think you agreed to in the contract sometimes?

Interviewee: We have to negotiate. Almost we follow the operators decision, that is because operator is the priority in the ship, in the 17:31 .

Interviewer: The operator is the same as the owner right?

Interviewee: Even though sometimes same, sometimes different. But in the case of this episode the operator is different.

Interviewer: Do you think that the cultural understanding of the contract is it the same in Korea and in Western companies?

Interviewee: Quite different.

Interviewer: What is the difference?

Interviewee: Understanding the starting point, they are different.

Interviewer: How does it work in Korea with contracts, what is the purpose of the contract?

Interviewee: It is the same baseline. But, as you know in Korea the contractor the goal setting is to make some project in time. The owner want delivery in time but the quality is higher. Quality is more important than the period. So, Western and Oriental people is quite different. Oriental people are ordered, we have to keep the order even though it is not on unreasonable. Western people they have to keep the contract even though it is passed away, the contract period. So when the holiday season in Western people we cannot connect that is because privately the person cannot approach him. But, in Korea even though we go to abroad we have to handle.

Interviewer: Do you think this is frustrating sometimes?

Interviewee: Yes.

Interviewer: So, is there a big difference in priorities on a personal level from Koreans and Western people, when it comes to work and life balance?

Interviewee: No, they are almost even. Westerner is higher, first our home and second our company. But in Korea first the company and second home. That is because I lose my job I cannot take care of my family.

Interviewer: In terms of, because there is a contact first and then there is an ongoing discussion and negotiation, right, after that. And how important are interpersonal relationships with the customer during the negotiation?

Interviewer: Business relations, person to person.

Interviewee 2: If I were asked the same question I would have to say having a contract with the Korean is quite important.

Interviewer 2: And how do you build these relationships?

Interviewee 2: From a Norwegian perspective It is through ordinary respect and conversations and so on. And trust, not too much dinners etc

Interviewee 2: I think it is just to get to know each other, because it is a different of culture, it will take more time to get to know a Korean and a Norwegian.

Interviewer: Do you feel the same way, takes a longer time?

Interviewee: No, the relationship is very important.

Interviewer: Is there a difference between working with a Norwegian company and a British or an American company, when it comes to building trust and building a personal relationship?

Interviewee: It is not important. Work is work, life is life, and actually in Korea they are very official. More so Western people are the same way.

Interviewer: Do people in Samsung, in roles where you have to collaborate a lot with foreigners is there any kind of special training that you do?

Interviewee: Yes we have, some training, actually a managing course made class for the foreigner to Korea.

Interviewer: Is there many foreigners who learn Korean?

Interviewee: I went to class and there were over fifty, some Indians speak Korean fluently.

Interviewer: Does that make a big impact and how effective they can be?

Interviewee: Very effective, because when we have some meeting he can speak Korean, he can join with our organization. If he can just speak English or some written...we have to make up the report in English so it will be period is too late.

Interviewer: And how does this impact the decision making process and progress of the project?

Interviewee: For the designer, they can be more understanding, but customers member can be more difficult; the order and then the persuading.

Interviewer: For Koreans employees in Samsung who work a lot with foreigners is there training for them as well? Like such as yourself, because you are in a role where you have to talk a lot with DNV, Statoil , do you have some special training within Samsung for this role or similar roles?

Interviewee: Yes, for the language course and then the task course, a specialized course also we have prepared for them, offline class and online class also.

Interviewer: What kind of topics is that?

Interviewee: Everything, actually everything.

Interviewer: Is there any cultural or....

Interviewee: Yes, including cultural material. I also learned in the e-class.

Interviewer: What is the kind of message you got from there?

Interviewee: Western culture and Oriental culture is quite different. And how can you communicate and how can you create quite respectable.

Interviewer: Can you share some specific advice you got from these programs?

Interviewee: The priority is to keep the promise such as the time, when you are late you lose the negotiation. Some 27:26 is quite strict in controlling some companies, some country also. When you go to some big dinner or something like that, you have to prepare the forward how you can make up the address.

Interviewer: It is quite practical?

Interviewee: Very practical.

Interviewer: And this is specific for different countries or is it more general?

Interviewee: It depends on the level. Basic would be general, if you want to be specified some more cultural, you have to be 28:16 .

Interviewer 2: Have you taken any for yourself, have you taken any specific culture. As you said it is possible to take a course for a specific culture?

Interviewee: Not really. Generally we have a set program28:39 the company is providing the service. Apart of the Samsung group, they have a program called the 28:52 but generally they cover I think. But to specify the country we have a global rep Samsung group, they train each country and they make up some report of the

different culture. So I like the culture and different culture Western, or some India how different is the mind and how can we understand it, in the right way.

Interviewer: Let us say you have to edit the cultural program instructions and you have to add one thing how to interact with Norwegians, what would you add?

Interviewee: I have no right to add as such it can be a better 30:06

Interviewer: Could you make a suggestion?

Interviewee: I can.

Interviewer: Do you have anything in mind that you think you could suggest to them?

Interviewee: Yes, I could suggest because Statoil Norwegian company, our important customer. For, we have to know the culture of our customer.

Interviewer: From your personal experience working with them is there any specific thing you have noticed which people should know?

Interviewee: These are 30:47 we have to keep the ....Sometimes they have to negotiate.

Interviewer: When you collaborate with foreigners do you notice a big difference whether they have been in Korea for a short time or they have a long time here? Is it different to work with someone who has just arrived in Korea compared to someone who has maybe been here for a few years or longer?

Interviewee: It takes longer. I tried I did not catch you.

Interviewer: When you are talking to someone in Statoil for instance and that person has arrived maybe one week ago to Korea and he does not know very much about Korean culture; is that different from someone who came to Korea many years ago and North Korean culture?

Interviewee: Quite different.

Interviewer: What is that difference?

Interviewee: Some persons experience for a long time, he understands the Korean culture. Korea also feels familiar so more negotiable. Sometimes we can share more easily.

Interviewer: It is easier to open up in your opinion?

Interviewee: Yes. We also expect that he can understand Korean culture, so it means the foreigner can understand it and he can preserve something for Korea. Expectations are higher.

Interviewer: Are there some specific things that are different?

Interviewee: We have for example go to the restaurant, now it almost appear the bottom but we have first and second go to the next, second place feeding and then go to the second place business no more. So experience the foreigner based good, already known well about that, so shall we go? Yes, why not? But inexperienced people it is impolite so we do not comment but we say in person why don't you go to 34:15 second place. Easy, so we feel it is more comfortable than other people. So we can approach you more easily and share information, that is the Korean courtesy.

Interviewer: People who just arrived are they sometimes rude? Do you perceive that they do things that are not...

Interviewee: Not rude but they are scared I think. They do not know if it is impolite or not.

Interviewer: So they are holding back?

Interviewee: For experienced people this is acceptable for a Korean.

Interviewer: So they are scared to join? Because they think maybe they are doing something wrong. Do you think they also have a harder time opening up to you, is it both ways? When you talk to someone with experience it is easier to say what you mean?

Interviewee: Yes.

Interviewer: And do you think someone without experience, do you think it is hard for them as well to share with you, what they mean?

Interviewee: They are scared, because even if it can be impolite we cannot know. So, we stop talking. When we first meet I cannot say anything; also scared, but to people very shy.

Interviewer: If there is something wrong in the design or something has gone wrong in the construction; how will it be picked up and is it easy to tell someone I made a mistake?

Interviewee: It is very difficult so I say please tell me 36:50 my responsibilities only. So, I do not blame him, just listen and discuss with person.

Interviewer: Do you think there is some cultural influence on this?

Interviewee: Yes.

Interviewer: How so?

Interviewee: There is some variation. Some say 37:22 saying in Korea, if the result is no good, the process is not important. Sometimes it is not far off but normally some mistake is revealed. Who is the originator? That is very important, but now the Chinese change it. Mistake is mistake if it has to do you do first and later talk about who is the originator. Chinese quite change it. So I can say if I have a problem some mistake please tell me. I do not want to blame you, just show me and we will discuss it together.

Interviewer: Do you notice any difference when it comes to admitting a mistake or telling about something that has gone wrong between the Koreans and the foreigners?

Interviewee: Quite different.

Interviewer: How different?

Interviewee: Koreans are proactive. In Korea, in our company, not customer in Samsung, Westerners or foreigners when we point out some mistake, they just say it is not my 39:03 .

Interviewer: They do not want to take responsibility?

Interviewee: No, they do not want to.

Interviewer: How do you resolve that?

Interviewee: 39:11 Explain and his RNR if he agrees then we can go to the next step but if he cannot agree probably he will go home. I do not blame him but he does not want to work with Samsung.

Interviewer: Are here hierarchical issues, like your position in the company, how does that influence the situation? Is there a difference if it is on a low level in the organization or if it is on a high level in the organization? Is it different do you think?

Interviewee: The leader of the hierarchy?

Interviewer 2: I do not know what level the leader is, is it senior manager, middle manager can you talk with persons on all the levels, or do you have a chain of command?

Interviewee: I talk with all levels.

Interviewer 2: At the lower level can they talk directly to you?

Interviewee: Yes, very important. If I scold one of the cases they shut their mouth and do not talk anymore. But if I keep my promise where I listen to something they have to 40:52 up. That is not my responsibility please do not be afraid of chairman, very important.

Interviewer: And is this what you talked about when you say something which has changed or has it always been like this? Has it become easier over time to talk to your boss or your boss's boss now than before? Now you say your subordinate can talk to you freely and your subordinate's subordinate can also talk to you freely?

Interviewee: Yes.

Interviewer: My question is thirty years ago, is it the same situation?

Interviewee: No.

Interviewer: Is it the change in Samsung particularly?

Interviewee: Case by case; in my case I am open minded so that is very important. But on the lower level 42:04 very scared of the higher level vice president come to report about it. So I control the team, higher level and lower level and then the important thing is rivalry. So I take the rivalry team, but after that I share the rivalry team to every department. That is my strategy, more reasonable. There is no one person for everything very complicated. If I make some mistake, some part manager have to be checked, cross checked. There is no one way for communication, both ways of communication is very important.

Interviewer: So what you are saying is that the most important thing for a Korean engineer to talk to his boss's boss, the important thing is that he knows he will not be blamed. If he does not think that if he tells him he will get all the blame, do you think he would rather try to quietly fix the problem by himself rather than reporting?

Interviewee: If first he wants to solve the problem by himself, no money. Sometimes I have to might, I sometimes just say is there a problem. Yes, this is a problem. Okay, please tell me, share the information and then I approach his boss. I request more man power or some guide to a easier way, that is my job.

Interviewer 2: Does it happen sometimes that an error is covered up trying to hide the mistake?

Interviewee: Very important and high consequence. My server is open mind and to assist anyone.

Interviewer: Do you think it is any different in the Statoil or foreign companies? Do they handle mistakes differently than you do?

Interviewee: What mistakes.....

Interviewer: Obviously you are not in that company so you would not know as well, but do you think it is the same in Statoil?

Interviewee: Quite different.

Interviewer: How is that different?

Interviewee: When I went to the workshop in the case of Statoil each 45:51 have a rivalry team and a right to decide.

Interviewer: They are more autonomous, they are more independent?

Interviewer: They are more independent than Samsung.

Interviewer: Do you think that is efficient, what is the advantage and disadvantage of the way they do it compared to yours?

Interviewee: Our Company is more limited. It is more effective to make a decision. But a complicated problem, probably make some need more time to 46:37 . In Korea when you make a big problem the top side 46:44 one man decides. No more complain, no more sustain, keep quite.

Interviewer 2: Who is discussing most is it Koreans are discussing most or is it Norwegians are discussing. You say you make a discussion when there is some error or mistake?

Interviewee: Korea.

Interviewer 2: Korea discusses more?

Interviewee: Yes.

Interviewer: We only have a few minutes left, so I would like to introduce you a bit. We have one Norwegian professor and also one Korean professor at 47:42 University. They have been in Korea doing some research in group dynamics and they can use the data collected through their method. It is used to visualize group dynamics. This space represents different kinds of behaviour and the small circle represent individuals and depending on where the person is if it is here it is more oppositional behaviours, here it is more caring and nurturing behaviours. Here it is more like control and task oriented behaviours. Depending on the size of the circle determines how much talking you do or are you more quiet and reserved. To gather data we have this questionnaire, looking at your team you try to sync what kind of behaviors is dominant in this group. We are wondering if it would be possible to do this with your group or some other group in Samsung so that we can see the comparison. How is that group dynamics different in Samsung compared to Statoil compared to DNV which is like the companies we are looking at. I am not sure what you think about it, any data we collect becomes anonymous before we use it for anything and if you do it we can also give you the report for yourself. We would not share it with anyone else without making it anonymous first.

Interviewee: This is a kind of research?

Interviewer: Yes.

Interviewee: For this method I would have to report to my boss and then get approval, because in our company policy for such a research it has to be allowed.

Interviewer: Would you be willing to ask if we can do this? We can give you this example so you can see what it is and how it works.

Interviewee: Many person names, code one is one person name?

Interviewer: Yes.

Interviewee: So code six means six persons?

Interviewer: Yes. I depend on the size of the team. If there are three people you do three, if there is four you use four. So for instance your management group if you are willing.

Interviewee: For this method it is required of me to talk with my boss, he can decide I have no power.

Interviewer: That is okay. I am not sure because I only talked to Yogan directing me I am not sure, we have your card, and maybe we can send you an email about this?

Interviewee: I have an email but when you send the research, why don't you make the purpose then you some top sign condition and then I have to talk with plain team instructor, control team. We have some internally I have to report.

Interviewer 2: Do we give it to them or do we send it to your address? And maybe you can forward to the relevant person.

Interviewee: You 52:56 that?

Interviewer: No not really. It is mostly related to the research of our professor and also professor 53:11 our mentors actually. And we could also use it in our thesis. It is interesting to see the comparison of the ....



Interviewer 2: It has nothing to do with the company; it is not company specific like a 53:30 differences in culture like Koreans, Norwegians that is the only thing.

Interviewee: First let me report and then get back to you.

Interviewer 2: We will send you an email and 53:53 among you. Would you want to keep a copy of this?

Interviewee: Yes.

Interviewer: You could also get a few, here.

## Information on Interviewee

<b>Nationality</b>	<b>Sex</b>	<b>Company</b>	<b>Position</b>	<b>Office</b>	<b>Interview length</b>
Korean	Female	DNV GL	Manager	Busan	36 min

## Transcript

DNV: I do not know if I would be the ideal person for this interview, seeing that I have lived in Norway for many years. I am however, concerned that I was mainly working with Koreans at the Korean Embassy. Socially I was with Norwegians, thinking in terms of business, I am not sure if I will be able to help you.

Q: Do you work with Norwegians here?

DNV: Yes, I am working. I was working with Norwegians.

Q: So what we are doing is main of the data gathering. We are doing a series of interviews maybe ten to fifteen, which are forty to forty- five minutes in length. There are a number of topics which are based on our literature review, where we have identified some very important issues which we want to explore. We would love to hear your opinions and experiences as it relates to these topics.

DNV: Okay.

Q: Do you have forty- five minutes?

DNV: Now?

Q: We could make it shorter.

Q: We could make it shorter if you are busy.

DNV: I was thinking, are you guys going to have a meeting tomorrow with the Deti starting at 10 o'clock?

Q: Yes, we have a meeting. Actually we have meetings all week, four of us work together so we separate and work in pairs.

DNV: Then let's do it now, even though I was not expecting to do it now. But, let's try.

Q: We could do it later, that would be okay.

DNV: I think we could just finish.

Q: Okay.

Q: Could you tell us what your position is?

DNV: In this company?

Q: Yes.

DNV: I am working as a quality co-ordinator, an administrative officer and supporting one of the Head of Department for production. I also provide support for the quality agency.

Q: So you are managing some teams?

Speaker1: No, I don't have any teams. My function is to provide support to those in the departments.

Q: When you say production, do you have to write reports?

DNV: Production is mainly dealing with the site offices that they have working for the ship yard. I only support the person who is the head of the department. I do make a report, but I don't have to do an analysis of the reports.

Q: Who do you collaborate with mostly frequently?

DNV: For my job?

Q: Yes.

DNV: I am mostly working with our managers, our team. In each site office are district managers and station managers. They manage the site offices employees and so I am in frequent contact with them.

Q: Do they also sometimes contact you together?

DNV: Yes, if they are looking for data or information they do contact me.

Q: And then you provide it?

DNV: Yes.

Q: So now we are looking at the cultural differences and whether it influences the work done. Do you have any thoughts on Norwegian and Korean culture? How does working with Norwegians compare with working with Koreans?

DNV: For me, I was in Norway when I was twenty-two it was right after I finished college. At first I experienced culture shock when I was in Norway as the cultures are different.

Q: What was so different?

DNV: They are more open, they do not hesitate to voice their opinions. Also, in Korea they have a lot of hierarchy. In Norway they have no hierarchy, that's the impression I got.

Q: How do you think the hierarchy is, is it in the mind set or in the organizational structure or maybe both?

DNV: In the organizational structure and the mind set as well.

Q: How do you think the Norwegian structure is organized?

DNV: They are more equals, that's how I felt. Maybe they do have some level of hierarchy but, when I was working with the Norwegians I felt more comfortable. I felt that I could freely express my thoughts about situations ; I could be open about myself. But then, with the Koreans I felt reluctant to say anything. When speaking with my colleagues I was a bit more comfortable but, if I had to speak with the person who are older than me, I am more reluctant to describe my feelings in the current situation.

Q: Do you think it's easy to adjust?

DNV: In the beginning, after I worked in Norway and I came back to Korea I was struggling a bit to adjust. Of course I was working with the Koreans, in Norway as well but, still I was a little bit uncomfortable. It was hard for me at first but as time went by I was able to adjust to the Korean society. As I was born in Korea, you know what the culture is like. It took a little bit of time for me to adjust, to be able to be comfortable with the Korean society.

Q: With the Korean society?

DNV: Yes.

Q: After you have been to Norway?

DNV: Yes.

Q: So do you have the same experience as the Norwegians coming here?

DNV: Yes.

Q: How about when you came to Norway, was it hard to adjust to the Norwegian system?

DNV: No.

Q: No, it was easy?

DNV: For me it was much easier, maybe it was because I was young.

Q: Okay.

DNV: In the beginning in Norway I was very comfortable and I found it easy to adjust. But, as time went by I found it difficult to adjust to society.

Q: Okay, so you felt it was easier in the beginning then, after awhile? That's interesting.

DNV: Yeah, because if you know more then you are uncomfortable. When you first arrive and you know nothing, then you start to get information. The way I grew up in this country is different, so it's interesting and exciting. So you do get a lot of information and experience but, if you live for awhile then you realize that the society is not easy to live with. For general social life, it is very difficult to contact Norwegians in the beginning if you aren't really friends.

Q: Yes, it's hard to cross the barrier.

DNV: In the beginning I didn't notice, because I was only talking to my colleagues. But, when you go out and meet other people then you realize the difference. Also, in Norway when I just got there and unable to speak English, so communication was hard. There was no need for me to discuss anything with the Norwegians, that's probably the reason why it was easy to live there in the beginning. When I was able to speak English and tried to get into their circles it was a little bit difficult. Even though Norwegians are very open, kind and friendly, it is still difficult to be a part of their circle or group.

Q: I think I know what you mean. It is easy to talk to them but, it is hard to get them to invite you to events.

DNV: Yeah, to make you a part of their friendship. When you are friends with them for awhile then you become very good friends. But, during that period is a bit hard for you to trust each other.

Q: How do you think the adjusting is for the Norwegians who come here, is it hard for the expatriates here to get into the local society do they do it much?

DNV: I don't think they have any difficulties, because the Koreans are kind. They don't usually say no, so maybe the Norwegians get confused because of their behavior. If you ask for something they never say no, it's always yes, yes, yes I can.

Q: Okay, yeah.

DNV: So for the reason they are coming to Korea, languagewise probably they may have a hard time. But, if they are working in the company like us, then it's easier to communicate because their colleagues all speak English. Outside of the company if they have to talk, they will probably have difficulties making links.

Q: Do you get the impression that Norwegians here get a lot of social connections or friends outside of work with local Koreans or is it mostly within the company?

DNV: Mostly from the expats, not the company but the expats from either the country or the company's. With it they have a lot of connections with locals who aren't their colleague. Real locals.

Q: Do you think it's a language barrier mostly?

DNV: I think it's a language barrier.

Q: This is a Norwegian company. Does it feel like it is a very foreign company or does it feel like a Korean company when you work here?

DNV: Some of the daily tasks is more like an international company, but it depends on where it is located I think. A lot of the parts are Korean culture and then some of the parts are a Norwegian culture. So there are times when there is a conflict between the two systems.

Q: Do you have any stories or examples, which shows this conflict.

DNV: Let's see, I need to think about that, I don't recall any. The system itself that the foreigners, that they

Q: How do you think Norwegians are when it comes to conflict?

DNV: When it comes to conflict?

Q: Yeah, like conflict resolution.

DNV: I think they are also very shy as well. Not too open to discuss the problem. They are straight forward in the meeting or the workshop; they will say something if they don't agree. But, if they are privately with an individual, they will not say this is wrong. They are also very shy, I don't think that they will say something to the person that they have argued with.

Q: Does this cause some communication problems?

DNV: That is also a part of the Norwegians character isn't it?

Q: Are Koreans the same way or are they more direct in these situations?

DNV: It depends on the person but, they are not saying much either.

Q: So both of them are kind of not saying what they feel.

Spaeker 1: That's how I feel. When it comes to conflict, if I have a problem with the Norwegians or with my manager if he is Norwegian or I disagree with the system in the company or if I don't feel comfortable working with the person, for me it is easy to talk with the Norwegian. If Norwegians have that kind of situation, they will not say something in front of persons. They would probably have a meeting with the person that they have the conflict with. The Norwegians will solve the problem using discussion, but not as directly as Americans, they try to be polite. Koreans take it inside sometimes.

Q: Do you work a lot with Americans?

DNV: No, not really.

Q: If there is someone coming from Norway who has never been to Korea before, how is he trained or how should he be trained to get familiar with working here as fast as possible.

DNV: For a person who has never been to Korea?

Q: Maybe he's a good engineer, but he doesn't have the international experience.

DNV: He should communicate often with local employees to get information.

Q: In informal settings maybe?

DNV: Yes, informal settings. Then he should try to be active in his connections with locals. If some of the colleagues from Singapore or other countries that come here for work, who are Asian as well but they have never been to Korea they try to talk and do things with local staff. This will make them get more information, so this will make them have their own society in their office. This will make them more involved in activities going on. It lets them adjust faster.

Q: Do you think that people from Singapore are better at taking this initiative than Norwegians are?

DNV: Not really, that's an individual difference. The Norwegians connect with a lot of Korean local people.

Q: Do you have formalized team training?

DNV: What does that mean?

Q: Programs that teach the project teams how to work together better.

DNV: A long time ago we used to have a cultural awareness course. There is a Norwegian gentleman who lived in Korea for twenty years, now he's retired and lives in Norway, gives lectures to the Norwegian people, how they have to behave.

Q: Do you think this kind of program is useful?

DNV: There are some persons who are interested. They use one Korean lecturer and a Norwegian lecturer. Some of the training parties are old fashioned, but they think it's very useful and interesting.

Q: So you don't do it anymore?

DNV: No, we don't. We stopped quite awhile now, about 2008 or before that. After he left they stopped the program.

Q: He was the instigator behind the program?

DNV: He thinks that when the Norwegians or other nationals come to Korea, they need to be aware of the basic polite behaviours to observe towards Koreans. He would do sessions on how to communicate with Koreans and build relationships. In the Korean society if you make a friend, then you will have someone to provide you with support. Their friendship will be like that of a blood relative. In his presentation he explains that when you build a true friendship with the Korean locals, it may build positive business relationships.

Q: Do you think relationships are more important in business in Korea than in Norway?

DNV: I think the relationship, in my opinion maybe different now, but it's more important in business.

Q: How is it between Koreans, approaching new business partners?

DNV: In the beginning they start by building a relationship for the business. Afterwards they use a different approach.

Q: Do you think Norwegians can be too quick to move on to business when they meet new people?

DNV: No, they are very slow.

Q: They are very slow, okay. What makes them so slow? Do you think Koreans think it's frustrating that they are so slow?

DNV: Some of them are, because Koreans are always asking for things to be done quickly. They need to get everything done as quickly as possible. Norwegians are not like that. They have two different life styles.

Q: We heard that when there are problems or changes in the specifications, the Norwegians and the Koreans react differently. The Koreans want to solve it very quickly and move on but, the Norwegians want to talk about it constantly.

DNV: Those things have good points and bad points as well. With the Koreans if something changes, they want to respond quickly to solve the problem. Sometimes they end up making a mistake. The Norwegians discuss and recheck, their choice might not be the quickest but, the failure of the project is probably less. It's not always which is good or bad but those are the differences.

Q: If there is pressure then there might be some conflict because of the difference in needs. Some needs speed while others need careful consideration, how do they agree on how to work together?

DNV: I don't have much experience with that kind of situation. But, in my experience what I do is that if the Norwegians don't respond I continue to bother them.

Q: What is their response when you keep asking them?

DNV: Eventually, give up. If I need something urgently I give them a little time to think about it and if they don't answer then a decision has to be made.

Q: Then you just make your own decision?

DNV: I would say yes, and the Koreans would probably do the same thing.

Q: Do you think that sometimes they would expect you to wait even longer? Do you contact someone because you need information or a decision from them? How do they react when you just make a decision?

DNV: They don't react. Maybe because the project itself is not as important as other top management business. If the managers do that then maybe the person may get angry at the person who made the decision. The project that I am doing isn't doesn't impact much, so it doesn't really affect. If a manger decides without any input from anyone, the Koreans would probably accept it without hesitation. The Norwegians would say something to the manager.

Q: What do you think is the reason for that? Do they feel differently or have more ownership?

DNV: The Korean would probably think that it's the managers decision.

Q: So it's not their place to question it?

DNV: They were asking for input and it wasn't given to them, so the manager decides to go ahead and make a decision. They think that it's the managers job. The Norwegians, they want to be involved. If they are invited to give an input and the manager doesn't wait for the response, then he should inform the person, that would be expected.

Q: They expect to be more involved? Okay, it makes sense. We are running out of time and we have another interview at 2

DNV: I am not sure if this is really helpful, but I lived in Norway for many years, the business area is a little bit different.

Q: It is kind of a difficult topic because it's hard to find out what is actually happening.

DNV: Yeah, Because we are all different individuals as well as this is how I felt. Maybe, other Koreans may not think that way.

Q: We are talking to Quite many, both Norwegians and Koreans will be here and it will be interesting to see if they get similiar questions how different the responses will be.

DNV: My problem was that when I was in Norway I am very oriented like an Asia culture person and when I came back to Korea, the Koreans think that I am too Western.

Q: Yeah, so you are kind of in between.

DNV: I don't have any identification for the cultures. For me it's much more comfortable to work in Norway, here for me it's a little bit difficult. But, as time goes by you get used to it. I am a type of person person, I speak less than the other Koreans. So maybe that's it's a little bit different. If I have to say something then I try to explain as much as possible and if I don't want to do it, sometimes it's hard to say no. That's a part of the

Korean culture, its hard to say no to someone. I hope this can help a little and if you need to ask me anything else, you can let me know.

Q: Sure.

DNV: You need to have a meeting for another interview, do you need the meeting room?

Q: No. Thank you very much, event though it was a short notice.



## Information on Interviewee

<b>Nationality</b>	<b>Sex</b>	<b>Company</b>	<b>Position</b>	<b>Office</b>	<b>Interview length</b>
Hang Konger	Male	DNV GL	Manager	Shanghai	80 min

## Transcript

Interviewer: As we've said also in the other places we have been we can give you a more directly where the plan is we found here. But, when we publish it will all be mixed together more.

Interviewee: Oh, okay I will be interested to see your work.

Interviewer: Of course, we will also send you the final report, maybe like an executive summary of our findings if you are interested. So, maybe we can start?

Interviewee: Yeah.

Interviewer: So, could you first tell me sort of what your position entails and what is your daily work like, what is it that you do?

Interviewee: Right now I'm in charge of a department that runs a business to service the oil and gas industry in China about how to transport very large and difficult object from A to B. Why is that? Because, China will become the fabricating place for a lot of show facilities like platforms and floaters and all that. The ultimate owners are usually in Europe or America or elsewhere in the world and they need a facility fabricator here and then ship over there. So, the transportation of it is very critical and very high risk. So, we have our very special engineering services to help them and also operational team to help them to make sure that it is done safely and correctly.

Interviewer: That's kind of a consultation ...?

Interviewee: You could say that but it is also a little bit of assurance because insurance company actually ask for these services because those big projects are insured. If you lost a cargo then you are finished; you claim so insurance company make sure that you have a fair party. That is one role and of course we do consultancy on that as well. Within this field we are basically working with international clients who place order in China and who are at the ship, the cargo somewhere else in the world or locally to some local clients as well.

Interviewer: In order to do this what kind of people are you meeting with, who are you collaborating with on a day to day basis and also periodically?

Interviewee: This is a highly specialized field so a lot of the technology are built from our head office in either Oslo or in London. So, on a complex project we have to negotiate, just internally, probably with several countries. Externally towards the client then it is also complex because you look at the stake holders. As I mentioned before you may have an English Insurance Company who make the coverage, you may have a Norwegian owner and you will have a Chinese fabricator. You have to secure the cargo and then you have the shipping company who have to actually lift the cargo, that shipping company could be an international one, because the owner may say that this is special cargo I need this shipped and the ship could be from Russia.

Interviewer: So you are kind of the independent third party in these transactions or...?

Interviewee: In this aspect, yes but in other aspects then we could be just a consultant to either the owner of the yacht or even the shipping company. So, we have multiple role.

Interviewer: Do you commonly have multiple roles on the same projects or ...?

Interviewee: No,no,no we only have one role in each project. But, we have multiple services on each project so, if we cannot be the third party then we can be the consultant or vice versa.

Interviewer: Do you work independently in interfacing with these different groups or do you have a core team around you?

Interviewee: I have a core team here around me and then we are supported because this is a highly specialized field so we always have to get support from head office Norway, Oslo, London or Singapore or sometimes Houston.

Interviewer: The local team here that you work with, how many people are there and what kind of ...?

Interviewee: We have around twenty people.

Interviewer: So it is a quite large part of this office or maybe. How big is this office actually?

Interviewee: We are around one hundred and seventy. We are speaking to five services, one is gone so we have four services and we are bringing to the income evenly so I am 1/4 of the income of the company in China. Global wise our service line represent also a global business. Global wise I think it is not a quarter but it is, I do not remember but I just saw the figure, around ten to twenty-five probably like that; maybe 10%.

Interviewer: Moving into this on a broad level you collaborate with people from a very many different cultures, so, what do you think are the core topics when it comes to ensuring effect communication and ensuring effective collaboration?

Interviewee: I think in my experience you know that you have to make some of the values and directive very clear because each culture has different values and directions and cultural perspectives. But, if you are working through us, just one team, in my experience then you cannot let loose certain values and those are the things that you as a leader of the team, you are the only one that can do because nobody will care about that because everybody cares about their own values. The first thing you have to do is make a bottom line about what is allowed what is not allowed. So, for example, we say it very clearly that English should be the communication for everyone, no exceptions. We set bottom line on HSE issues, because every culture have different perspective or conception on what is safe.

Interviewer: Within here is it more strict or you think...?

Interviewee: You could say that. You could say a Norwegian led company are more focused on making sure that the health and safety are there. I see that, I definitely see that. That is actually something that we have to enforce. This other thing, you can say HSE, but that is just example of what I care about, HSE, communication methods, respect - which is very important because I see multicultural team, their first response if they do not like something it is because he is not regional, he is Chinese or he is American, it is like that. That is negative, so we have to make sure that you have to respect each other. Common goal is very important.

Interviewer: As a leader how do you work with these issues, how do you make sure that the communication is smooth? How do you make sure that there is mutual respect within teams?

Interviewee: I think it is not done through one specific task. It is taken through a reinforced way over a period of time. I think quite often in situations ideas you also have administration assist them to help you on that. For example HSE issue, we have very systematic issue. I remember when I was in a ship yard I had something like sixteen people and we decided that the driving condition is very poor so we hire our own cars. These are conscious decisions that a leader has to make and that may cost you money but it is something that you have to accept because we have a different standard of

transportation and if something goes with one car then these people will be in danger; will be in high risk.

Interviewer: So in a way, it is these values guiding these decisions?

Interviewee: You are all constantly thinking about it every day and we of course have regular meetings to discuss some of this; some of this you cannot discuss. I am not going to discuss are we going to hire a separate car to drive you - no. Some of these are not good to be democratic; you just have to make the decision believing that you do it for good.

Interviewer: I am a bit interested in ...

Interviewee: Fair is another thing; you have to be fair.

Interviewer: What is fairness to you?

Interviewee: I think you cannot treat Americans differently than the Chinese just because of his hierarchy or.... You could link that to respect, but that is precisely what a leader has to do is to be fair.

Interviewer: When people from different cultures are put together on the same team, from their background they have different expectations of what is fair. Do you feel like there is a kind of balancing act? Do you have to sometimes make way for what they are expecting in advance or, who has to adjust to whom?

Interviewee: That is why you are the leader. You set up the rules. That is why I say you have to set up the rules in the beginning because from one who would say, oh, this is not fair for me and the other one is saying this is fair; they just look at things differently. But then, you just set up the rules and say okay, that is it. It is like you can say oh; half of my team are Chinese why are we communicating in English? It is not about numbers. It is about a common goal. You cannot think too much on this. Otherwise, you will always find arguments so you have to make sure that what you are doing is quite fair and it is for the good of the team.

Interviewer: If there is an inexperienced manager and you are going to fail to anticipate what kind of issues might arise. What's the difference between handling something which arises long after the team was formed versus something that you could set down the ground rules from the get up? What I'm saying to you is if you set the ground rules from the start then it is easier than people who adjust to those. What are those issues which might arise after some time which was not anticipated? How can those be resolved?

Interviewee: Not easy, you just have to make the right decision at the time. I recall having a case when one of the English expat is claiming tips on taxis. So, they say it is fair, it is 10lbs at 100 knots and he gave 50 knots tips for the driver and he claimed 150 but he received only 100. For him, it is reasonable but you have to say no.

Interviewee: Because it is not the way things are done here right?

Interviewer: It is not being fair. If I start letting him do that then I have to be fair to my Chinese staff as well so they can start doing it too and it will be a nightmare. Sometimes you have to make the decision. You know that someone may not be happy but you have to balance it and made the right argument to it.

Interviewee: The organizational culture here in this office, how do you think it is influenced by the national culture, both the Chinese national culture and also the Norwegian culture or other cultures which have...since DNV is multinational, how does this blend, how does this influence organizational culture within the company?

Interviewer: You see, DNV tries to be international, not multicultural, that is different. Let me rephrase that, DNV GL is still an international company. If we just take DNV on its own then DNV is Norwegian. They are trying to impose Norwegian way of doing things internationally. That is different than a multinational company. A multinational company, like Coco Cola would allow for cultural diversity. I have seen a lot of companies perspective about oh we need to be diversifying, they are doing it but they are doing it from a more economic point of view. They are starting up most of the oil and gas business area mainly with Chinese. Before we merged there were only 2 expats out of 100 people, so that is 2%. So you cannot call this very international or multinational because on delivering services, you expect a little bit higher. If the company decides like that then that is fair enough. Then, you should be multicultural. You should be multinational. I do not think the company is at this stage yet. I think they are trying to but there is still a lot of control from Oslo.

Interviewer: That is an interesting perspective though. I have not heard that before.

Interviewee: You see this happen all the time in most consulting companies. McKenzie, anybody, all the....I think some of these accounting firms are okay because they are forced to do that but you cannot practise on unless you have local licensing. Then you have to allow for that multi...That is a good example of how to make that. But then, the danger is how do you make sure that their work is up to your standards. There is always this push and pull between the group and the 18:22 .

Interviewer: So you are saying, DNV tries to impose the Norwegian model here?

Interviewee: I am saying that I think DNV tend to behave like an international company with a Norwegian model.

Interviewer: How does that work out?

Interviewee: Poor, very bad. Although they do allow for the discussion of that so that is a lot of control and this makes the operation a little bit tiring for us. For arguing something that we know can make the right decision on.

Interviewer: What are the differences between the region the structure or ...?

Interviewee: For example, they decided that they needed to have this surface structure. In China I do not think it is this surface structure. It does not matter what we sell; as long as we sell and we sell in accordance with internal guidance. So why do they have to set up...expect you to see the same surface area.

Interviewer: What exactly is the surface structure?

Interviewee: Surface area, it is separate in certain departments. It has to be done that way without realizing that there may be an efficient way to be done based on the local demands and local conditions.

Interviewer: So there are trying to dictate the structure, that is the implement here, while, you can make a different structure which is relative ...?

Interviewee: Typically in other cases is that they are central services. Our salary or the adjustment has to be done through central services. We cannot even allow to make our own decision of giving, for example, some housing benefit to oversee employees so it is very very strange. It is 20:33 our flexibility, let us put it this way and it is not being seen as being culturally sensitive or diverse as the company wants you to see. I think this is the same program for a lot of the service industry. I think any company would face that, this goes deep down into the group levels strategy on how they want to control it. I do not think it is worth making a point because every company has that. I just found out a couple of days ago somebody who is sells Rolls Royce in China, they say that they cannot sell Rolls

Royce to anyone. Every potential client as to be assessed for their suitability, meaning their prestige, meaning their status in order to be the owner of a Rolls Royce so they turn people down. You could say that is culturally insensitive but that is how it is. I think that has to do with company rules but, as a leader you can still lead with those rule and motivate the people you are leading so that is the difference. You do know that some rules are making it difficult. I think that in terms of organizational leadership they need to think about that. Most of them, they just think about how do I make wonderful managers. At the same time they have those very strict organization structure and they are trying to match that rather than why don't I loosen up my organizational structure. If I do that maybe more of those people will become successful leaders.

Interviewer: So they focus more on the HR aspect while ignoring or not considering the structural aspects of how to do it?

Interviewee: I think that is putting it a little bit strong but I do not think they have thought it through carefully about the rigidity in that because that is what they want to do so very rigid on that.

Interviewer: In terms of more interpersonal or direct communication and ways of working together, what are the differences you perceive between Norwegians and Chinese in these aspects?

Interviewee: I think there are similarities and opposites. The similarities of both Chinese and Norwegian they are quite modest in the way they express themselves and all that. But, Norwegians would be more free to speak up when they want to speak. They would not be afraid of any taboo topics. Whereas, Chinese are always afraid of every topic being taboo. They have this tendency of being scared about being made responsible and Norwegians do not have that. I think this is deep down into their upbringing and their education and the freedom that they have in Norway.

Interviewer: Do you think that Norwegians when talking to the Chinese can be too direct..?

Interviewee: I do not think so I think the Norwegian are actually very polite and the way of approaching Chinese I do not see any problems there. Unless you are an asshole but then every country have assholes but in general, I think the cultural tongue of Norwegian are quite receptive to Chinese. I think the Chinese may have difficulty with Americans. They are not just direct they are more directive rather than direct. They always think that I asked you, I asked you, I asked like that. The Norwegian would be in a more equal mood. The English are not the same but similar to the American, Germans are the same.

Interviewer: So the distinction here, is it in the communication style rather than what you are saying? What is the distinction between speaking your mind and being directive in a way not that I can point a finger on...what is the difference that we're talking about?

Interviewee: I think it is a cultural awareness. I think if you are culturally aware this might 26:34 you want. You can communicate in the right ...

Interviewer: Do you think that this cultural awareness is it something that can be learned and how is it learned?

Interviewee: Of course. I learned this. I studied at the University of London. I studied for a diploma in interpersonal communication skills, so you learn this. We are all engineers here. You have no bloody idea. I remember interviewing a Chinese engineer, very young twenty-three or twenty-four. I asked him why do you want to be an engineer? And then what is his answer, he says, I'm not very good at communicating so...it says it all does it not?

Interviewer: I am studying engineering myself though.

Interviewee: That is precisely my answer. I said your answer is very dis-respective. I am an engineer and then I said to my one of my subordinate next to me, he is an engineer as well, do you think we are incapable of communicating? So he realized that. You can see the aspect of some of the engineer. They do not feel it is necessary to ...

Interviewer: I think what you are saying resonates a lot with what we have heard in the past. What we see is that there is a really big need for engineers to be culturally aware, because there is a huge amount of cross over's and in the ship yards there are many expatriates and also locals that have to work with them. Saying that as most engineers might not be the most culturally aware group be default. What do you think are the ways that management or the organization can help them learn these skills?

Interviewee: This would cost us. It even sometimes courses are ineffective. These courses are very effective. They really open up on the interpersonal aspect of how the other one feels about your behaviour or how your non-action will affect other people. Just because an engineer thinks that they shut up does not mean that the other people do not know what he is thinking. We know that non-verbal actually contribute to more than verbal, right? I can only say in my experience when I have been to those courses, I have learned a lot and I improved a lot.

Interviewer: Do you have specific courses that you employ here?

Interviewee: No, that is the one thing I find difficult. Apart from places like London or I do not even know if they have in Oslo, these courses are very very difficult to find. People are usually just concentrate on leadership development rather than giving just normal staff this opportunity to learn communication skills. I think it is a shame because I think the industry does not demand that. That is just where it is at. They are just trying to make a group of managers lead and give all those good stuff to them. Communication skills would be included in one of their leadership training. DNV actually has a course in communication skill open to everyone and that is good. This is delivered through an offer sending people over here. I am not so sure that is the best way. I am much more willing to see a local supplier, a Chinese supplier telling the Chinese people how to do the... The problem I have in that now is that they do not even have the basic interpersonal skill to deal with their own people, own kind, own culture. How can they possibly deal with a different culture?

Interviewer: What would be the ideal situation from your point of view and do you have a particular kind of course or particular kind of supplier which would a good example?

Interviewee: I have been exploring this and looking for courses like this but all I find is leadership course and of course I can ask them to repackage the courses and put more emphasis on communication skill. That could be one way of solving it.

Interviewer: I do not know if it is exactly the same but then the Korean officer got the impression that for the Norwegian expats going there was an optional cultural training. I'm not absolute about if they had done it or not. From your experience do you feel that there is a difference between expatriates which have been trained and expatriates that have not been trained in these kind of courses?

Interviewee: I do not know. i have never met somebody who had been trained in China. I am not that into working Koreans. I have been to Korea many times but I suppose...of course it helped me so I just assumed it would help everyone. I see myself just quite ordinary. Before I received those courses ...it really opened my eyes, my whole life. It is life changing like that to me. It needs to be organized by proper people. A lot of people just talk and talk. They could really have substance. I was in London. I was working in London and I went to the University of London. They would not do rubbish. We have some of the best psychologists in the industry to help us. It is a life changer to me. It was my direct line manager, after my course, he said Tom wow I cannot believe how much you have changed. So I

do believe in having the right courses, the right one, not just any one and it has to be effective and really carried out by proper professionals. I was really impressed.

Interviewer: That is interesting.

Interviewee: Also, I think if you have a good interpersonal skill already with your own culture it is much much easier to build that into understanding a different culture.

Interviewer: How important is it to be aware of your own culture versus that of being aware of the other party's culture?

Interviewee: I think it is very important because we always have to identify who we are first. If you cannot do it well then I think you are going to have difficulty adjusting to or having the empathy to a different culture.

Interviewer: One of the things we have seen with regards to DNV is that your team here has very much multinational...

Interviewee: No, no, not at all. To me it is mostly Chinese. But before I worked in 34:58 and that is one of the problems I have seen in this group, is that it is predominantly Chinese it is not enough multinational to create the atmosphere.

Interviewer: What I am wondering is, sometimes you have a situation where there is quite a 35:17 group from one culture collaborating with quite a 35:22 group from another culture and it is like in between. There is another situation where they are actually mixed within the same organization. How different are those situations in terms of how you have to adjust and how it is different in how hard it is to adjust?

Interviewee: That is a very difficult question. I can only give you some of my experiences and how I see things being done. I think when you split the team you are unlikely to get the success. You are more likely to get conflicts when the two teams are split. I do not think you can have a two team company merge. It just will not happen. This is what you will have, a situation like this. You will have the 2 teams to pull together and try to find some common ground that you can use the right people to represent both teams. This becomes the connection point. The reality is actually, there is a team like this and there is a small team like that.

Interviewer: Is that the situation here?

Interviewee: Quite well, anywhere, quite often you will have this like this. Quite often, especially...Take for example Samsung in China. They may have a small management team and then a large Chinese work force in one of their yard in China. Daewoo is like that. The force of their manager to speak Chinese where Samsung they do that. So they are like this. I have been to both yards where I see the people, the primary staff here is actually happier to be with their manager. I am not saying they are unhappy but you do not see that cohesion. You do not see the happiness. I cannot say they are unhappy but, I actually know of people that are very happy working with Daewoo even though there are no Korean managers because they did this.

Interviewer: The relationship between the cultural adoption and languages, how do you think that dynamic works? Do they directly become culturally aware from learning the language? What are your thoughts about that?

Interviewee: I think we all use, when it comes to multicultural, we all default into using English as the means of communication talk. I do not actually think there is a problem. The thing is how much you want to integrate it with that particular...for example if this is a bigger group than you are it is very hard to integrate with you. Whereas, it is much easier for you to integrate into that group. It is a

similar story line you know. When I am here I speak mainly Chinese but when I was in D class DNV had 2 different areas, so because we have a lot of expat there I can split English. Especially when I have a team half and half, these are foreigners and these are Chinese, then we speak English, but we were still like that. You cannot get the whole team completely merged. It does not matter, as long as you have this that is important because people will know. through this they can get....or it can be accepted.

Interviewer: You have this situation in the DNV class?

Interviewee: I do not think so I think, I think DNV class is quite okay.

Interviewer: In DNV class are there two fairly big.....

Interviewee: I think it is not that big but it is bigger than 40:20 here we are talking about two hour of one hundred, 2%. I think in the DNV class you are looking at around 10%.

Interviewer: What do you feel like when there is a big group of Norwegians here? How do the organize themselves?

Interviewee: I do not think they organize themselves. Who organize themselves? The Japanese will, the Korean will. The Norwegian are so .....I do not know how to answer this. My gut feeling is that the Norwegians are not so group related, they are not so biased towards having have to be in this group. They will accept certain participate in certain national activities that are natural to everyone. But the reverse happens; the Chinese when they go to Norway they probably more to get together with their own team. You could say in a way the Norwegians are easier to integrate. I will say Yang Tai is a small city, and then the owner, we have forty Norwegian owners represented there but, they are all integrated with local people. A lot of them find a Chinese wife. I do not see them really going out hunting as a gang or getting drunk as a gang, I am not so sure it was like that. I think the Asians want to be in their own group, to be more protective.

Interviewer: How does that affect back into their working styles? If there is a big Norwegian group in China working together, how do the y work together and organize their work, from your point of view?

Interviewee: I do not see a distinctive isolated behaviour from Norwegian; they are actually quite open minded in that sense. Do you know something I do not know?

Interviewer: For instance one thing I have heard before is that there is a difference, I do not know how it is in China but, what we heard before was that there is a difference in how hierarchical they organize themselves. Where there is more clear kind of command in the Korean organizations than there is in the Norwegian groups within the same company. It kind of like not even formalized but they perceive more of a strict hierarchy within the group. I am wondering if a similar pattern can be seen here or something completely different can be seen here?

Interviewee: I do not see the Norwegian organize a distinctive hierarchy pattern in order to impose in their work, I have not seen that. I tell you, I have worked with Norwegians in different places not just in China. I spent two years in Spain building a PSO with 44:20 which is a Norwegian company and there was a large team of Norwegian. I remember the site supervisor is Norwegian and he is so hated even the Norwegians hate him. I do not see a collective group of Norwegian trying to use their prestigious position, if it is anybody I think the Norwegian owner the serious ones are actually very quite reasonable; they are equal and fair.



Interviewer: There is less hierarchy among the Norwegians in terms of you are more likely to go directly to ....

Interviewee: On the site everybody can speak to the project manager there. The project manager will be king at the site. They will not have a hierarchy saying I need to speak to my immediate supervisor first in order to...

Interviewer: In a Chinese company and also maybe a local Chinese how is it, will employees talk free to his boss and how about his boss's boss?

Interviewee: It is dependent on the company. We are a Norwegian company so we create a very open structure for employees to be accessible to everyone.

Interviewer: This is something that is easy to fit into the context of Chinese culture?

Interviewee: I thought about this before, but I cannot be so sure about it okay. I think it is because we have to look at the reason Chinese history; China is what it is only since the Second World War. Before, China has thousands of years of imperialism having the emperor dictating everything and then you have a hierarchy. Then you have the republic, a short period of republic which is a chaos go into famines, go into civil war; it was terrible. I think you can discard that period because it was a short period and it was not sustainable. When it is a civil war the communist won and since the 50's now we are talking about fifty to sixty years of building a country, based on communism, ideals and principles. If you apply that then communism ideal are quite fair and quite open. I see distinctively Chinese in China are less afraid of hierarchy than the rest of the Chinese I met elsewhere. Am I the first one to tell you this?

Interviewer: Yes, I guess so but....

Interviewee: I have been here eight years and I am just telling you what I see. I was born in Hong Kong and I was brought up in England. Hong Kong Chinese they are much more compliant because they were a colony and they were governed by strict British law. Whereas, here I see a lot of amazingly free behaviour. The problem maybe because China has to govern in such a short time to build up from nothing; these are just students who.....these idealist who have to govern a huge country. So they have a lot of laws and regulations but they are not enforcing it. The president of China already said it; the respect of the law depends on the implementation and enforcing. So if you do not enforce a certain law, then the law is disrespected. A lot of Chinese have this kind of freedom, I have never seen a country with so many laws and regulations China is probably the top one. I do not know how well you know China but, people are breaking laws all the time, unless the Chinese government says no stop like 49:46 driving eliminate it. Four years ago everyone was 49:52 driving, this is how I see this will.... You have heard of the broken the broken glass theory? A theory meaning that if you will tolerate even the tiniest misbehaviour in the society it will get worst and worst, a broken glass. So they apply this to New York city, where they had a terrible crime rate in the 70's and now they turn New York city around. Every American city have been progressively using that theory to try to change the crime rate. But China does not have that problem; the crime rates are very low in China. But then the concept is the same because people if they do not think that the law is worth anything then they just.....if you have that behaviour then it will happen at work. Because it is an I do not know attitude.

Interviewer: I think this topic is very fascinating, actually I never considered those differences like based on as you said modern China history I know 51:21 empirical history of China just because I am interested. But I have not considered how much how has the.....Modern China's history I think it is hard to get a grip of because there is so many.

Interviewee: I think it is less possibility for you to know about it, if you try to learn then you can see. You can look at the Chinese assembly, the National People Congress (NPC) how they are constructed.

People say China is not democratic, but within the party is democratic; everything is elected through members and all that. You should look at it because before it was not like that before it was imperialism; the emperor, the emperor son and all that inherent it change everything I think. Is your topic very specific to Australia or China and Korea?

Interviewer: China and Korea, Yes.

Interviewee: I think you should consider that as well. Also you should consider the hatred that the Korean has against foreigners. I just feel that Korean is much more nationalistic than.....I think they think all foreigners are pigs. Make war in their country and rape their women that is all they think.

Interviewer: They have other tough history as well.

Interviewee: History will change how you behave towards different cultures. You see exactly the same thing as China I do not understand why there is still so much hate towards Japanese. Yes, they kill a lot of people and you could say some of the killings are merciless, but so did the Germans and people forgive them. I do not understand why China still have to play that hard towards Japan. If you have Japanese friend you probably know they are one of the most polite people you ever meet. If you look at the Japanese society and how they evolve.....it is a really fantastic country. People are good mannered, well behaved, they have a good sense of living. The economy number wise may not look so good, but they are not in famine, they are eating well.

Interviewer: You said that the communist ideals in the modern Chinese history have made Chinese feel more equal and lowers the barrier towards talking to a superior are there other cultural....

Interviewee: I think so I am not so sure that is absolutely true but I just have to relate to my experience.

Interviewer: Other samples like this where you see that the recent Chinese history has formed Chinese culture particular Chinese war culture. Are there other examples of how the recent history has influenced the culture?

Interviewee: I think a part from the communist having power, they are two very distinctive events happen in China that could influence people. The first one is the 4th of May movement that happened in the 60's and that is the concept behind it again is ideology of not even your family can be trusted. I should not say that, it should be more like ideology is more important than family ties and so I think that cause a lot of confusion to Chinese at the time. At the time they were family broken apart just simply because one of the member have the ideology, he thinks the other member is not complying and accuse the other through the system become a lot of other problem. That may affect the way they become less worthy to be open up to them to talk about their ideas and all that. The second major event has to be Tenement Square; I think it was '89 if you talk to the people now who experienced Tenement Square he will probably tell you I was a fool to take part. I think there is certain belief that over see power over see ideology may not be the best for China. I think this two events may shape Chinese culture to who they are right now, so they will be critical about oversee ideology. Just because the Arab spring is happening does not mean that China should do it, but then they are afraid to really speak out and 58:40 movement. I am just trying to relate history with this but, hey I am not an expert I am an engineer.

Interviewer: What is the relationship between these events and Chinese culture and development of trust between persons?

Interviewee: I do not think it is a problem of 59:12 in China. As opposed to my immediate deception of comparison is Arab country or a Muslim country, where if you are not Muslim then you are inferior to them. I actually do not think I have seen many cases of Chinese companies trusting foreigners and

perhaps it is whether the foreigners can trust the Chinese because of that day. The foreigners find it difficult to learn Chinese and because of that blockage that could deter how much trust they can put into that person.

Interviewer: For instance I have been on Singapore studying and one of those topics on Chinese culture often mention this concept of 60:27 and relationships. Do you think there is a very unique view on how relationships are.....?

Interviewee: The best trust, honesty is about trust. My point is that I think foreigners you can be trusted as well but quite often foreigners that is why I say it is because of this Chinese language barrier, they do not know whether they can trust the Chinese. And if you have that although you do not say it, it will show in your non-verbal behaviour. I think 61:14 got something to do with that because the Chinese language is completely different than Western language, I actually studied that. The Western language is a precise form of language it is phonetic; it is based on sound so it has to be correct. Chinese language is not it is based on pictures, but it cannot be precise. A picture can only contain so many in one frame; the word can only be 61:52 the drawing. The Western off set into a language, they are very precise. They have tenses; they have future, present and all that, so it makes a very difficult match. Foreigners always look for preciseness, are you sure? Do you mean this? Then the Chinese will say I am fed up I explain this twenty times but you still do not understand, how can I trust him. You see this behaviour set correctly; in study the Chinese language is 62:49 the left brain or the other way and then the Western is just the opposite, the other brain, you can look it up on the internet. I think this kind of cultural barrier, the language forms a big cultural barrier and you will find it easy to speak to an English person or just Spanish person or Italian person basically because of your language set has the matching precisism. You will find it very easy to find that match where as with Chinese you are going to find it really difficult to find that match, it is very hard.

Interviewer: So, basically building relationships and building up trusts at the most fundamental level it is the same, but then there are extra barriers caused by differences in the languages and culture which make the building of the trust difficult.

Interviewee: That is a good way to put it and I think language is a big barrier. I would say anybody who is willing to invest time to learn Chinese would go a long way in China than somebody who....I know an English guy who has been here twenty to thirty years without speaking a word of Chinese.

Interviewer: I heard a Chinese man who said the Chinese now ten times so much about the rest that is the Westerners know about China; do you think it is...?

Interviewee: No I do not. Many times I have come across Chinese marriages and they 64:47 because they are Norwegian they do not understand. We have to understand that this person already been a manger in so many different parts of the world. Do you think corruption problem does not exist in Nigeria, in Africa, in Vietnam? Do you think they are idiots? Everybody can see problems, so I think that is worth a lot of nationality anyone is like that. First behaviour resistance 65:25 because it is his fault and that is the first barrier that we put up as any leader this is one of their ten none do's I think. The first one is you cannot just because somebody is a different nationality and immediately you say he does not understand, that is bad leadership behaviour.

Interviewer: Are their many stereotypes which make it hard to work together?

Interviewee: I do not know, I have been much better looking at some comedian to find stereotype. I o not really know, but I can tell you, for me number one is like that a loft media behaviour is all that, he is not Chinese. I do not know whether it is the same with Norwegian, as if a Chinese proposed something to him, I do not know I cannot just tell you that. A lot of Chinese are still behaving like that; their first reaction is they are foreigners they do not understand. You can imagine China is such a

big country, of course they are very proud of their over understanding, they all think that the rest will understand us but this is rubbish. As I said to you the real China is only 60-70 years old, you can forget about 2000, 3000 history of China; it is burnt. I do not know anybody who has a strong cultural link in China, I see more of this in Hong Kong in where they have not experienced the communist takeover, they have not experienced the May the 4th movement and they have not experienced the Tenement Square issue. You go to Singapore China Town you see a long deep history of it that does not mean that is good it is just they were brought up like that. You look at the modern China; twenty years ago in Shanghai do you think you would see this? No it is all family in twenty years. This is a miracle; they say the claim only happens once in every one hundred years or one thousand years.

Interviewer: How is it possible?

Interviewee: Maybe it is because of this 68:19 of this past hierarchy culture, maybe that helped I do not know, I do not study in this I am an engineer.

Interviewer: It is a big topic. I think already this is my longest interview so far. I think I have one topic which I have not touched upon which I usually do so maybe we can just do that quickly and then I will stop bothering you if that is okay?

Interviewee: That is alright I have time.

Interviewer: The last topic that we have kind of touched through then as we have done a lot. There is one of knowledge transfer in intercultural collaborations. Is there a large amount of knowledge transfer which is needed between different groups and how do you work to promote language transfer within the organization?

Interviewee: We do a lot on this because we are Technology Company and of course our technology comes from Europe, so we have to do a lot of knowledge transfer through our staff in order to deliver the service. That is more of a company need than cultural....we have that need business wise so we had to do it, there was no choice.

Interviewer: What kind of channels do you use for knowledge transfer? Is it for instance through some kind of mentoring?

Interviewee: Every possible way, we eve send people overseas to learn. We get people from overseas to here to help them 70:40 China.

Interviewer: Do you see any cultural barriers to knowledge transfer?

Interviewee: No, because Chinese like to learn. I think the problem will be the other way around. If we were to transfer something which we have not done it yet. But I try to make one of my team a leader in that technology and to do that here, to do some technology transfer I am trying to make that happen.

Interviewee: Are there different kinds of knowledge which are easier or harder? For instance is there a difference between how easy it is to teach a new employee some kind of technical calculation or procedure versus project management skills?

Interviewee: You are really right in that, it is much easier to do a technical technology transfer than anything that associate with soft skills. Of course project management has the technical requirement on that but, there is a lot of soft skills involved in that, there is a lot of monitoring involved, it may be because my group is mostly engineer so they are more suitable for technology transfer of technology only rather than management skill and that is why you see that in engineering company, not many people want to be manager. First of all to be a manager in an engineering company is very difficult because you have to understand engineering first, unlike you are in a restaurant every waiter can be a manager. They want to promote you to be manager because you do not need to understand hydro-

dynamics or electric. Someone like me who has engineering to be in charge of every discipline I have to have knowledge of everything. On top of it you have to have soft skills, this is a very unique industry where it is very hard to find good managers.

Interviewer: How do you feel about the Chinese staff through their education system here, how are they prepared for learning technical skills versus learning soft skills?

Interviewee: The majority of engineers are seen as being very bad that does not say a lot about the rest maybe other discipline group, who come out better on that, I can only say that for engineering field very poor. I have not seen any Chinese engineer who have good communication skill that can impress me as opposed to an Latin country , Spanish, Italian. Everyone has a very basic good communication skill and that is not just because of education, but also with the culture. Chinese tend to be a culture not very open interpersonally.

Interviewer: Is it shyness or is it something else?

Interviewee: I think it is not just China in Japan as well, in Korea as well, in South East Asia. No, Malaysians are trying to be equal to more South East Asia, it change a little bit but I find the law of Asia much more close. But then again so are the Germans, so are the English, so are the Americans. 75:09

#### Information on Interviewee

<b>Nationality</b>	<b>Sex</b>	<b>Company</b>	<b>Position</b>	<b>Office</b>	<b>Interview length</b>
Greek	Male	DNV GL	Manager	Shanghai	70 min

#### Transcript

Interviewer: Could you start off by telling me what kind of responsibilities are in your position and also what is your day to day work situation?

Interviewee: 0:16 I belong to Maritime Business Unit of 0:23 , which mainly has to do with new buildings, building new structures, fitting service which means the units which are in service may have to go for surveys and repairs or maintenance; and makers, equipment makers.

Interviewer: Like sub-suppliers?

Interviewee: Yes, like main engines, pumps, generators, cranes, whatever, you name it. Which go and all together become part of a puzzle, which creates a unit, which is operating as well. We have divided china into four main pieces. Which are North, South, Central and East. I am the manager for East China. At this moment we are active in about twenty-four (24) different security new buildings .We go to about twenty-five (25) different ports and yards for fitting service. And, we have over one hundred and fifty (150) coupon makers, which we go and do inspections at. My unit is about one hundred and seventy (170) people, which are mainly surveyors who are doing inspections and 1:47.

Interviewer: Do you normally have a certification role or a consultant?

Interviewee: It is a classification role, which is more like certification of a unit. So, we verify that the equipments, the vessels or the units which are constructed here are complying with international regulations and flag regulations.

Interviewer: Are you working independently or do you have a core team around you on a day to day basis?

Interviewee: How we are organized, is that I am heading the area, I have a support team which is sitting just outside. Which comprises of a financial controller, a business development lady, my secretary, my assistant and

a quality and production manager who is overlooking quality and production in the area. Now this is the management support team. Underneath there, there are three stations one in Nantonk, one in Sanghide and one in Mingbo which are the three(3) main cities in my area. Where we have offices, our own offices. And every station is controlling ship yards, makers and fitting operation locations in their proximity. In every station there are a number of surveyors which are doing a job.

Interviewer: On a normal day who do you talk to?

Interviewee: On a normal day I would talk to my station managers and I would talk a lot with my business developers and my support team, quality and finance. Which their task is to have an over view on the specific disciplines and they give the feedback to me, we take some corrective actions, we try to find systematic things which either create a problem with quality to fix it or efficiency so we can become more efficient in our operations. And of course the market part, which is funding for new contracts and seeing new 4:28 which are coming up and how we can help both sides of the customers which is usually the owners or operators and the yards which are trying to close the deal. We try to facilitate this process so we can be also the society which will be securing the projects.

Interviewer: Who is typically your customer, is it the owner or is it the ship yard?

Interviewee: Both.

Interviewer: Is it a different type of contract?

Interviewee: This is a kind of industry practice. During the construction of the vessel or unit you usually have a contract with the ship yard. The day each unit is delivered, everything is finished and you give them the certificate which they must write their compliance with international regulations, the owner becomes your customer. Because the ownership of the unit goes to the owner the day of delivery. So the legal entity to which the unit belongs until it is delivered is the yard. So you have a contract with the legal entity which has a responsibility for that. On the day of delivery the legal ownership changes, from the yard to the owner and then the owner becomes your customer.

Interviewer: When it comes to your background, what is your international experience and how long have you been in China?

Interviewee: My first time in China was in 1992. I have been coming back and forth from 1992 to 2000, at that time I was working for ship owners, so there were little repairs and conversions which I was attending. In 2000 I was hired in Denvi.

Interviewer: You were still in China those eight (8) years?

Interviewee: You mean from 1992 to 2000?

Interviewer: Yes.

Interviewee: I was coming and going. So one month here, one month back. Two months here, two months .....you know, depending on the projects which my company had working on. In 2000 I was hired in Denvi and I came with the family and Sahi for two years. At the end of 2002 we went to Korea, we stayed until 2008. In 2008 I came back to Sahi and here we are today.

Interviewer: You have done quite a lot of business in Korea as well, so it might be interesting later to touch on the differences as well. From your experience of working in the context of 7:23 China and Korea and also working with Norwegians in a company with a lot of Norwegian employees, within that context what are the issues you find are the most important when it comes to ensuring effective collaboration in a multicultural context?

Interviewee: There are a lot of things and it mainly has to do with culture. The culture is very different and 7:51 Scandinavians. In Scandinavia you are used in very flat 8:00 in the companies and government also, it is the

same. So the door of the CEO is always open, saying anybody can go in and talk to him. There is no issue, it is actually expected, something like that could happen. Here this does not happen and here issues like raising a problem to your manager is not a good thing to do. So when you are in difficulty, let us say you are expecting to find out problems or inefficiencies or something which is going wrong it is very difficult to find that out; because, the local people do not come to you with a problem. They only come to you with good news not with bad news, so I think that this is the main difference. Also, Scandinavian culture is very socialistic kind of society. So, people more or less have the same provisions and benefits in life, with some differences but not huge differences. While, here especially in China there can be huge differences. In incomes, benefits in life and style of life et cetera. That creates an environment which is challenging for a lot of Scandinavian companies to be able to understand and create trust with their counter partners inside.

Interviewer: How do these issues create difficulties other than trust?

Interviewee: I can give you some examples, let us say that Scandinavian people do not dress up easily, it has to be a very special occasion to be with a tie or whatever. While in Korea and in China it is quite often that everybody is wearing a tie, at least in many occasion were people are there dressed up. As a sign of respect to those who are attending. Also, there are a lot of people from the lower levels who are looking at the big distance to the top, so you are use to not use the high management here to have lower people looking at them. So, if you are coming from middle management and you are Norwegian, you can be introduced to the CEO of a Chinese company. Then he is expecting that you will show respect to them in their own understanding. And, when you are very open and you are looking in their eyes and you are just saying a joke, directly to them it can be easily misunderstood.

Interviewer: So, what kinds of reaction will that cause?

Interviewee: That depends, because in China you have about seventy (70) different ethnicity in the country. It is a huge country, so you have huge variation of the cultures. But, I have encountered cases where it can create breaks with the contract or cancellation of the contract. There are other occasions where it is no problem; it has to do also with the exposure of the locals to international culture. So, if the locals have been exposed to the international culture it is easier for them to accept that kind of behaviour. But, some of them have not and then it is more difficult for them to understand. The intentions are not bad, but it can be easily misunderstood.

Interviewer: Do you feel like the nature of companies here, do you notice a big difference between China and Korea in that aspect?

Interviewee: Between China and Korea I would say no, not so much. They are also very radical in Korea. Actually in Korea it is much more 'stiff', the organizations and structures.

Interviewer: What do you mean by that?

Interviewee: I mean that age is a must; it is extremely difficult for someone who is younger to become your manager. Extremely difficult, it is like an insult. In China they are more adoptable; Chinese in general are more open to Western influence, rather than Koreans cultural wise. Koreans are extremely efficient, extremely erratical, age is the most important factor. If you are having children the number of boys you have is very important.

Interviewer: How does that work?

Interviewee: Seems that if I am not wrong it is because you have successors in your legacy, while if you have daughters you do not have successors in your legacy. This is something that is not easily understandable by the Scandinavian culture. When you tell them something they will look at you like, what are you talking about? I will share with you from my personal experience, when I went to Korea I was relatively younger, I was thirty-four years old. I had three children, three boys, so that immediately was a big bonus on my profile. You have three boys, Oh, then I was seated in the better seat, I was treated in better way because I had three boys.

Interviewer: That is interesting.

Interviewee: Yes, it is interesting.

Interviewer: Do you think that a Chinese employee will have a lower barrier to talk to his boss?

Interviewee: Versus a Korean, yes. But, if you compare it with the Scandinavian there is a big gap.

Interviewer: How many levels in the hierarchy can you go, do you have to follow the chain of command all the time?

Interviewee: You have to follow the chain of command.

Interviewer: You can never skip a level?

Interviewee: In Korea, it is absolutely no way. In China, maybe you can skip one level. Depending on the situation and the environment, but two levels become quite difficult, three levels are almost impossible. While in the Scandinavian culture there is no problem, you can go from zero level to twenty levels up and you can still go and have a conversation.

Interviewer: How does that work in this company? What is the blend within the 16:08, how does it work here?

Interviewee: You are asking how many experts we have. Or how many locals we have?

Interviewer: More of how is the company culture influenced by the national cultures?

Interviewee: The company culture comprising from the people culture. Are you talking about global imaging or here in China?

Interviewer: Here in China we are about 80%. The people are local; roughly about 20% are experts. That is actually a good combination, because we definitely need the locals for the cultural communication and the language communication. Also, if you have only experts the cost will become extremely high. You have to have that in mind to become competitive. As I said the Chinese are much more open to receive Western influence. The communication and interaction between locals and experts, I think in general, is quite positive. I think the Chinese have welcomed a lot throughout the years of Western influence, in how they work to improve quality and doing things in a more efficient way or a smarter way. This has been beneficial and generally that is also cultural. It is quite difficult for a Chinese to be the leader. They have to go through a lot of criticism, to become a leader.

Interviewer: What do you mean by that?

Interviewee: I mean there are a lot of layers which they have to go through in order to become number one, in any kind of organization.

Interviewer: Do you mean in their career or in their personal development?

Interviewee: Both, but in the way the companies are structured, there is a lot of layers. So for someone was to go through all these layers it would be a tremendous job. Of course every time you have to go through its layer you have to go through evaluation, assessment, and criticism. Concern from your peers, people below et cetera. It is a very strenuous exercise and it is much easier for them to accept a leader which is not Chinese. It is more easily acceptable from the rest, okay he is worse than that, okay he is our leader no problem. There is no political power games, let us say, played afterwards.

Interviewer: That is interesting. Why do you think that is that they accept it more easily? Because you would think that someone who walked that tremendous path, in their eyes would deserve it more?

Interviewee: In Western culture yes, but here a lot of people are looking up on you to take advantage. To take the lead in becoming, let us say, 19:42. Somebody from outside there is a bit of an issue, so we start back stabbing each other until we decide who the boss is. It is kind of catalyst Westerner in many respects, eases down the internal tensions.



Interviewer: For a manager who comes from outside, what are the success criteria do you think if there is someone new?

Interviewee: Success criteria for somebody new who does not know about China? The main one is listening, be extremely patient, taking decisions and giving directions.

Interviewer: To be a bit direct you mean?

Interviewee: No, making decisions. Not leaving it to the team to decide. Here, many times you have to go and say guys; this is what is going to happen.

Interviewer: Do you think Norwegians have a tendency to involve the team too much in the decision making process?

Interviewee: Yes, I think that is cultural also. Individuals differ, they can be on this side or that side. But generally speaking Norwegians and Scandinavian people they want everybody to have more news and everybody to be agreeing. If somebody says, this I do not like, then okay we have to start from beginning again.

Interviewer: How is that perceived by the Chinese working group?

Interviewee: Not so positive because, they are used also to the cultural history, political history of the last century. They always have somebody who is very strict up top, which was directing them: so they are use to having someone to tell them the way. If you leave the top to the team to have a common decision, then usually there is no decision in the end.

Interviewer: Do you think that some might appreciate the opportunity to take part in the decision making process and to contribute?

Interviewee: Yes, that is a human characteristic. If you engage somebody in the process then usually he works towards the success. While if you leave him outside then he may be working against the success of the process. What I am saying is yes you need to engage people, you need to get them on board but you need to show them the direction you are going. Otherwise, it will not be successful.

Interviewer: When it comes to raising cultural awareness before you arrive, do you believe in formal training courses and programs?

Interviewee: I have to say I have my doubts on the effectiveness of that but I am talking now as a Greek. In my culture it is very adaptive, we adapt very easily to situations, which is historic let us say, that has to do with my country being in the middle of Asia and Europe and almost everyone else passes there. We are use to adapting, we are not isolated.

Interviewer: You are not in a corner?

Interviewee: Yes, I learnt much more from the streets rather than from the formal courses. Formal courses were more or less justifying what I already had experienced. All the courses I had been through, was all the time 24:03 I know about. But, at least now I see it in a more systematic way and I am 100% sure that my perception was correct also.

Interviewer: You feel that what you have learnt in the formal courses is a reflection of the reality?

Interviewee: Yes, practicing it and merging it into the culture, is more effective than having a course about the culture: much more effective.

Interviewer: Let us say there is a Norwegian guy who is going to be an expert in China; he has no experience at all. How do you recommend he is trained or mentored or prepared?

Interviewee: I would say send him in a remote place for three months.

Interviewer: In China?

Interviewee: Yes, in China. In an environment that speaks very little English. No satellite television and let him survive there for three months. Food, culture, smell, people then he will actually understand everything afterwards, when you go through whatever course. The courses are nice, they are theoretical, if you combine them with practical experience then they become useful. If it is only the theory it is..... Who said, tell me about it and I will forget, it is a famous saying. I think 25:54 was the one who said it. The last one is engage me and I will understand and go on board. Whatever you are telling someone it has to do with what he is dealing with in his everyday life. If it is theory it is theory, if it is nothing to do with your everyday life then you forget about it. It does not stick.

Interviewer: That makes sense. Do you have some courses that you use actively here, in the company?

Interviewee: The majority of the courses are technical courses. But, there are also about 20% of the courses that have to do with communication, inter-cultural communication, presentation, soft skills courses. This is essential for specifically local people because, as I told you it is the culture of the people to not stand up. This is kind of pushing the people and making them understand that it is expected of them to raise a hand and say I feel that this is not done properly; can we do something about it? Or maybe we can do this in a different way but, as I told you in the beginning, people here are very reluctant to raise a problem upward.

Interviewer: How do you feel about changing or challenging them to be more proactive?

Interviewee: You have to play bad cop, good cop. You have to be tough, you have to show them the consequences; the bad side. On the other hand you have to reward them when they show signs of change. I have experienced that sometimes with some of my subordinates were a bit confused saying are you good with me or are you bad with me? That was only because I was trying to push him to become an extrovert, because I needed that. As an expert you need sounding pipes within the locals. You need people who will tell you, you know I heard that this is not working there; maybe we can do something about it. If you just stay here and you do not have sounding pipes and everything is perfect until a bomb explodes, until something major happens and we do not want major things to happen. We want to be extinguishing the fire in the beginning and the only possible way is when you have people who trust you and come to you and tell you what is actually happening.

Interviewer: How do establish trust as an expatriate when you come here?

Interviewee: You take care of the small things.

Interviewer: Such as?

Interviewee: Such as birthday. You make sure that you know when your subordinate birthday is and you have a small surprise birthday party for him. You take care if there is a problem in the family that he has adequate time to go and attend to the family; if there is a child in the hospital or things like that. You reward him whenever there is something good happening. Companies are usually working within a frame work, policies. You cannot reward someone by giving him 50% increase, unless you are the boss of the company. If we are talking about a big company, all of us are working within a specific framework. The difference we can have in monetary terms is maybe 1% or 2%. If maybe someone is a high performer then we can give him something, a bit more than someone who is an average performer. But, it is not a big difference. That has to do also with Scandinavian culture. I can see in comparison with our company, American company, they are more bonus oriented. While, in our company the basic salary is good, so everything goes in the basic salary. Regardless of your performance the basic salary is there. The American style is the basic salary is less and the bonus is depending on the results are much higher. That is working actually with the Chinese, the bonus.

Interviewer: Do you think it would be an advantage for them to let go off the Norwegian mind set and go for more monetary.....?

Interviewee: It would be an advantage, but when you are talking about a company which is established in more than a hundred countries. You cannot have the bonus here in China and something different in another country, so that is a difficulty there. American companies have that established, they are very bonus oriented. So it was very easy for them to establish the same thing here and that kind of thing, yes. It is a general saying in

Norwegian company then maybe 32:04 . I would say yes, for China this would be an enabler for success. Because, in China money is very important. That has to do with cultural history that has to do with 32:24 and the Cultural Revolution. Where there was a time when all the schools were closed, all the universities were closed, all the books were burned, and everything was destroyed. The only thing which remained afterward was money, so money became a kind of god. In Chinese people you can see that they are very maths motivated when it has to do with money. It is very difficult, in our company we have a total package, of which part is the basic salary but you have holidays which are better than other companies. Maternity leaves which are better than other companies, housing funds which are better than other companies; so the benefit part is actually quite good but, the basic salary is 'so-so.' It is very obvious how Chinese only focus on the basic salary and not the total package. You have to see it as an overview, when you have the country where the institutions are working and the social security is working, the people are not so much concerned with having money in the bank because they are feeling secure. They are relying on the system which is helping them to be secure; when the institutions are not working well, when the social security is not beneficial, when the pensions are very low. What do you rely on? You rely on having cash in your bank account, you rely on good family relations, friend relations because, and this relation will help you to have more business or get some money when you need it. That is why here in China you have this because, the institutions are not working and the social security is not working so well.

Interviewer: Do you see this done in Korea as well, or is there a difference there?

Interviewee: No, they are more; we call them Germans of Asia. The Koreans, they are very organized. They have a pension scheme for a period of time it is not giving them the....They get pension at sixty years old, but then at sixty-five they only get a very limited amount. Then after sixty-five they get normal amount. That actually makes them 'hungry' to keep money on the side to cover this five year period. But generally they are much more relaxed, in terms of making money it is not like here, here it is much more.

Interviewer: More hungry?

Interviewee: Yes, much more hungry here.

Interviewer: I just want to go back to one topic you mentioned which is, when you talk about trust, the way I understand a big part of it is caring about their personal life and seeing them?

Interviewee: Yes, you have to be involved in their personal life, you have to go out with them, and you have to drink with them. Drinking is a culture here. This campae, I have heard the word which is bottoms up. It seems that for many people if you get drunk with them then they trust you. This is not something you need to do in order to be successful. But, it is an enabler.

Interviewer: How important is relationships outside of work in general to do business?

Interviewee: Quite important, Friendship and relationship, because of the institutions which are not working are very important in the country. If you are able to create a personal relationship with a CEO or somebody you can actually get all the business. Of course it is not such an easy task especially for foreigners also. They know that you are here now but you are not forever. In the coming two, three years maybe four years you will be away. It would probably be more beneficial if companies were keeping the good expatriates for a longer time. Because until you establish this good personal relation then you leave, then someone else will have to start from scratch again.

Interviewer: Is this particular for China as well as 37:55 ?

Interviewee: Yes.

Interviewer: Why do you think that is?

Interviewee: Again it has to do with the structure of the country, which has very much focus on cost and the institutions and the social benefits are not working. So, what I told you before.

Interviewer: It is similar?

Interviewee: Yes. In Scandinavia there is a tendency of not being so much cost focus. Because, you know more or less that you will have a good pension, you have a good hospital to go if something happens to you. While here you need cash to go to a good hospital. So, these things are actually guiding the people.

Interviewer: Do you feel that there is a change in this, or is it quite stable?

Interviewee: Well I think they are still fresh in the development. Economically, you can get a lot of money suddenly in a very short time, but to get the culture of how to spend your money this takes much more time, from the time you need to collect the money. So, you can see that obviously people do not know how to spend their money here, or they spend it on stupid things. Extremely fancy cars, my neighbour has a Lamborghini. A Lamborghini in this horrendous traffic here in Sanhi to do what? You know what is the purpose of having a Lamborghini in Sanhi? If you have it somewhere where you can go out and go 200km and enjoy it then maybe I could understand it. But, in Sanhi it is only to show off that you have money. That is the same thing with the way ladies are dressed, they go and buy the complete thing, where the colours are completely different from what they are wearing but it is Gucci or Miami original and they go and show it off to all the other ladies so they get jealous. This is something in the everyday life here.

Interviewer: When it comes to knowledge transfer within an organization, how important is it to build trust with them at least in order for them to learn?

Interviewee: It is very important to transfer knowledge; especially for the individual it is extremely important because we are a knowledge based organization. So sharing knowledge and transferring it to each other is actually one of the basic stones of the company. It is something that we working on, on a daily basis. I have some successful examples; we have a so called EFN which means experience feedback note. If within the company you see something that is not clear in the rules, or instructions or some policies are conflicting each other. Or read the rules and you read some instructions and they are not aligned or they are not clear, you can gather this data, you can make an analysis and send it back to head office so they can improve the rules and they can improve the instructions et cetera. So in this system we have the whole company. In the whole company we have sixteen thousand people; my unit is a hundred and seventy people. My unit is contributing 35% of the global EFN. Why? Because I have made the championship and the champion every year gets to go for a trip. People are motivated, let us see what this rule is saying and what this instruction is saying and they are trying to find things to make them better. If you are in a culture and you try to find the smart things which can trigger what you want, things can happen.

Interviewer: In China it is kind of a reward?

Interviewee: Here you have to put the car out there is no other way. I cannot put because of policies cost car out but I can put something like a trip or an iPod something a little fancy to motivate them to do it. And they are doing it quite successfully actually.

Interviewer: Is the main office responsive to these suggestions?

Interviewee: Yes, whenever there is something there they go for it and analyze it. Many times they say thank you very much but, they just clarify the query which comes back. Sometimes they find that there is something wrong in their system and they change it because of that. That is also something which is rewarding to most people, because if they see that if they go ahead and read the rules and they say no this paragraph is because of me that gives them a sense of pride. That is excellent, that is what we need to do.

Interviewer: In the formal system, it is like this and when it comes to the training of new local staff, how is it done, through mentorship or from a program?

Interviewee: There are various programs in place. We have an international training program; this is international not here in China. Where people are hired fresh then they go for two years in usually four different locations, worldwide. So they can experience worldwide the culture of the company and see different

kind of disciplines and different kind of work that the company does. Then after that they decide where they would like to be working. A lot of our very successful managers have gone through this process, it was a very successful training program that we have. Locally they go through on the job training maybe. We have a system which is called Celebrate 2010, it is on the job training in twenty's by talking and collaborating with peers and 10% is courses the theoretical part. Because again, the theoretical part you have to living it in practice in order to.... And you get the theory and you are actually justifying your gut feeling, the feeling that you had with the theory and the data and you said okay. Yes, I was thinking about it and now I know that it is true, but if you were not experiencing that it does not affect you.

Interviewer: It makes sense. The rotating program, the worldwide one, how many of the new local employees will do that?

Interviewee: Now I do not have the data to tell you, because for the last few years we have not been getting in new people. That has to do with the merger within the 46:29 , suddenly we became very big, so top management decided that we have to be careful of hiring more people. Now we have started again hiring, from this year we are going to hire two in my unit, which they will go through this national training. I am not sure because it depends also on the work load. Because, suddenly if the market goes up like here, we have to be hiring a lot of people suddenly, then you do not have the luxury of sending them around the world for two years. You would have to be more focused on the specifics. Now I need to learn how to do this and then we see.

Interviewer: Do you know if there is a big difference between Chinese who have international experience versus those that do not?

Interviewee: Yes.

Interviewer: Are there any specific differences you can think of?

Interviewee: They are much more open and they are much more willing to raise issues than the ones which have not.

Interviewer: So it comes back to that?

Interviewee: Yes, because they have seen the experiences outside where people do not have a problem with raising issues. By raising issues problems are solved, while here people are not raising issues and the problem still remains under the table and gossiped everyday with peers. What we are doing here in China is that we are collaborating with many 48:17 offices and organizations around the world. We are doing an exchange so we are sending our Chinese colleagues for six months, in a short term and he is working maybe with somebody or depending on the work load if they do not have a lot to send some. Somebody here will just go outside, in my unit 30% of the people have already done that; having had spent six months outside. That was what was very beneficial, it is also very good for us because then they can actually communicate with the international customers in a much better way.

Interviewer: In a local Chinese company, do you think that raising an issue can have negative consequences for the person raising the issue?

Interviewee: Negative.

Interviewer: Not actually or...?

Interviewee: In our company, no. In our company it is expected that you raise issues of course it has to be in a positive and constructive way. But, the local culture is saying that if you raise an issue you create a problem for yourself.

Interviewer: Is it true in the local company?

Interviewee: In the local company it might be true, yes. Gradually you start to get Chinese who have been educated abroad or who have been grown abroad et cetera, so they come with fresh ideas and a more open

mind. That gradually will change the way the business is run also. But, you have a lot of old timers which have been experiencing more of China and that is what they know. You can see it very prominent in many of the Chinese company.

Interviewer: When it comes to stereotype do you find that there is any problem because of preconceived notions about people from other countries? And that goes both ways from Chinese to expatriates and expatriates toward the Chinese.

Interviewee: Yeah there are usually a lot of stereotypes but are you talking about the company or are you talking generally?

Interviewer: Yes, generally. But also you can say if there are some stereotypes you actively combat that was interesting?

Interviewee: There are stereotypes yes, this has to do with things which are very different from one culture to the other. For instance keeping the line with you, they do not keep a line with you here. It something that makes me crazy and I am not coming from a much disciplined country. Or hygiene let us say like spitting, which is very usual in China, if you came in 1992 you would see the difference in 1992 everybody was spitting everywhere. Here in Sanhi you do not find it anymore, you find it very rarely; if you go in lot you find it more. The culture is influenced from outside it is changing, but of course it is 1.3 billion people we cannot change it, but the needs indicate change. Other stereotypes, well I think that most of the foreigners have the notion that Chinese are very focused on money. Another stereotype which is not so much for the expatriates which are here but mainly for the people who are living in the Western that a client can do business with China. They have this feeling that they can buy Chinese product it will be cheap and ugly and not good, that is a business stereotype again, which is not true completely. There are a lot of bad examples, yes I fully agree, but there are also few very good ones. I think that as we progress through the year we will see more and more Chinese companies focusing on the quality of what they are producing. Of course they have been so many bad examples that people are influenced from the bad name. It needs a lot of effort from the Chinese government to change this wrong name that China has. It is not such an easy task but definately if you think about it 30% to 40% of the world fleet is made in China, so if it was really bad we would have casualties every day. It does not mean that we are doing such a bad job; we definitely have room for improvement that is for sure. I strongly believe that there are various companies here which are yard, makers that are actually doing a very good job.

Interviewer: Are there any stereotypes that go the other way?

Interviewee: Again this is not very easy to find because, the Chinese are not easily going to say much. I think there was some envy in former years because of expatriates being richer. They had good salaries and they could have a good life but, now this could has gone the opposite way because they are now a lot of Chinese who are richer than the expatriates. If I want to give a personal example I remember in 1992, if you went in the shop they would open everything for you, expatriates. Everything would go out and they would sell it to you, even if you did not buy anything. They would be so eager to show you what they have. Nowadays, for example my wife went downtown wanting to buy a pair of shoes and she went in one of these fancy shoe shops, she was looking a pair and she said can I look at this shoe please? The Chinese lady selling looked at my wife and asked her do you think you can afford it? What! That is a change of mentality. It is these newly elite people, which has a lot of negative aspects. And this you can see, they are very proud and demonstrating what they are worth especially to foreign locals. It is a kind of look I am now in your position or even better. Which foreigners do not really understand what the bother is? Are the stereotypes on the Chinese side? Now I am thinking outside of the company. Another stereotype is foreigners they try to get Chinese women. This is why I say that because I was reading in the news that a German guy was killed by a Chinese because his wife was his secretary and the Chinese guy thought that they had an affair. Actually they were not, but he was taking his personal assistant with him on all his dinners and all his business trips et cetera, because he wanted to have a flow of communication. So the poor guy was doing nothing wrong, but there was this perception that foreigner thinks he is doing things with my wife. He went in the restaurant where they had gone out for a business dinner and he killed him, of course that maybe one case out of the blue. From what I hear they give this type of stereotype

to foreigners. I think this has to do also with a very different past where people were not so rich and a lot of Chinese ladies were looking for foreigners because foreigners were well off. Another difference which is very important for them, is an important thing for the women, is skin. Skin is what makes a woman beautiful. Which is very different from our perception of what is beauty or not but skin is a part; but, here skin is everything. That is why you see the ladies covered up all the time with big hats and umbrellas and they do not expose themselves to the sun at all. This is just a small thing which creates perceptions and cultural differences.

Interviewer: Do you think that these perceptions make it harder to build a relationship?

Interviewee: No, if you are open to that, and if you understand them.

Interviewer: And that goes for both parties, right?

Interviewee: That goes for both parties. If you are able to understand either party you can use it to the benefit of making business happen. While, let us say, if your wife is very sensitive about her skin...special cream to protect her skin, that maybe something which perceived very good or very positive. That creates that ah! He is taking care of me. If you know what people need you can actually make the difference, if you know what people think you can make the difference. Again this is both ways of course; otherwise it is only money that we do. It is a offer as one of your services, I sell my service for so much my competitor sells my service so much. So what makes the difference? It is of course the level of service that we are offering, but we are talking about it as if it is the same thing that we are offering, what makes the difference? It is the customer relation we are building and this personal relation is built, how? By understanding the cultural differences, accepting them and actually playing them in order to get the benefit business wise.

Interviewer: I think one thing we have not covered so much is; there are three different kinds of teams one is a pure expatriate's team, one is a pure Chinese team and on is a mixed team.

Interviewee: You mean mix the locals with the expatriates, from Chinese wife foreign husband?

Interviewer: No, I mean more of work group.

Interviewee: Work group?

Interviewer: Yes, work group. The question is in men in particular who are here; do you have some of these teams?

Interviewee: We do not have purely expatriate teams or purely local teams. I will give you an example of compone makers which the customer is Chinese and his customer is Chinese because we are selling to the yard. It is not so wise to have an expatriate there, because everything is in Chinese. While in shipping operation when we come for the person the vessel is being operated and managed by a foreign company, so it would be a foreigner who would be your customer. Then you need to have some expert there or someone with very good English who can communicate properly. In a new building we have the yard which is Chinese but the owner which is usually foreigner so there also you need someone who can communicate properly with both parties.

Interviewer: When you have a mixed team working together, what do you think characterizes their dynamic, do you get situations were one of the original groups become very dominant or is it more of a mix that arises?

Interviewee: I would say usually from experience there is no dominance. It depends on what type of expatriates you bring, because if you bring expatriates who are highly qualified, educated and good in their job then it is easily accepted by the Chinese peers. When you put them in an office you have one expatriate and five Chinese, they integrate as a team all together very easily. We do not put as a practice.... and it would be social business stupid to put all your expatriates in one place, because we need communication to run everywhere. What we are trying to do is to put expatriate light houses and so people really experience the focused discipline dedicated to the company. In various places to be also the role model for the locals which are developing. But, I have not seen any problem with the integration of the team when they are mixed. Again I have to say it has to do, because problems were only arising when actually the qualifications or the experience

were not good enough. When you are putting somebody, as a manager, with locals who do not have the experience, and does not have the qualification, the locals have more than him.

Interviewer: What happens then?

Interviewee: Then it does not work but, usually they are people you know them for many years, so we know who we are placing. It is not random people from outside the market; it is people within the company working for us for twenty or thirty years.

Interviewer: Would you put an expatriate under a Chinese leader?

Interviewee: Yes we can and also no problem.

Interviewer: But, then he could have lower qualifications than his leader?

Interviewee: To be a leader is not necessarily that you have technical qualifications. You may not have qualifications in a specific area; you may still be a leader. People who are resource, people who are specific subject usually they are not leaders. They are technical experts they are extremely good at a specific thing. Usually people who are focusing too much on one thing, they are not the ones who have the profile of becoming leaders. They are resource persons, experts and you have people that show you how to do the specific thing they are not usually the one...they are very blue. You know this diversity 66:40 here?

Interviewer: I have heard about it.

Interviewee: Blue, green and red. So, blue is very technical numbers. Green is innovative and red is people. Usually these technical experts are usually very blue. Dominate data, reports; everything is in order et cetera. So these people are not building up relations I would say that is not their first priority.

Interviewer: That makes sense. We have covered all the topics I prepared in advance. We also have a quantitative part of our research which is a survey on team dynamics. We do not do that one everywhere but I can tell you a bit about it and then you can think. It is a survey where either you take a team which works together quite often or quite close, where everybody does an assessment of their own behaviour in the group and also everybody else behaviour in the group. And this is a survey which is by our professor and also used in consultancies, from these surveys you can look at how do I perceive myself in the group versus how do you perceive me and the rest of the group? You can see either big differences or the idea similar and also what kind of behaviours do we see? So I do not know what you think, is there a team which is in your department which you think will be interested to do this? If we do this then we can give you the result of all the analysis done based on the survey.

Interviewee: There is one question and correct me if I am wrong. You need to have honest data?

Interviewer: As honest as possible.

Interviewee: Otherwise you get confusing data. That would be very difficult to get here. When they know that they are writing something about their boss I do not think that anyone would put anything negative. They have to be 100% sure that this is anonymous. I do not have a problem doing it, we can do it. I can even do it here with my team; it is a kind of questionnaire?

Interviewer: Yes, it takes a few minutes.

Interviewee: There is no problem we can do it, but, I am just a bit doubtful about the results. In no way I am sure it would be working because people are quite honest at putting down what is their opinion.

Interviewer: One thing that is interesting is the results, it could be that everyone gets a number but, you still have to know who is who for yourself when you do it. I do not have those forms with me, we can do it eventually.



Interviewee: Anyhow, I do not have a problem we can do it so you can see our results maybe you can see some  
70:16 I can help you with that no problem, we can do it. But again the results I am not so sure.

Interviewer: That is fine. I will.....

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Danish	Male	Statoil	Expert	Okpo	37 min

### Transcript

6 år i Korea

4 år i Kina

### Kontrakt

I korea skriver man kontrakt først, så begynner man å forhandle,

I kina skjer det mye, det er høy risiko og man vet ikke hva man får

mye mer ivrige på å lære, de går med på alt som du foreslår, mens Koreanerne ville mer snakke om ting og gjøre ting på sin egen måte. Kinesere og Koreanere veldig forskjellige.

Koreanerne klager på at kineserne stjeler teknologien deres, samtidig som de fullstendig har glemt hva de selv gjorde for 30 år siden.

Private Kinesere kan tilby deg å bygge et skip, der det viser seg at de begynner å bygge verftet etter de har signert kontrakten. Mange av dem har vært vedlikeholds-verksteder som ville være med på gildet da nybyggsmarkedet tok av. "Kjøpte seg en kran og kalte seg et skibsverft"

Kontraktene i Kina inneholder ofte klausuler om at kjøper kan trekke seg fra kontrakten dersom produktet ikke blir levert i tide. Det er likevel en stor grad av usikkerhet, ettersom det er down-payments underveis i prosjektet, og det er vanskelig å garantere at disse pengene blir brukt til å bygge på ditt prosjekt.

maktbruk av kina, plukker opp konkursbo, bygger skip til seg selv og så bestemmer at varer som skal til Kina må være på kinesiske skip.

De statlige verftene sitter på mye kompetanse, og har bygget for utenlandske selskaper i

Nordmenn og Dansker er også forskjellige, nordmenn er mer opptatt av konsensus.

Han mente at Koreanere var de som helst ville ha et møte heller enn å bare implementere løsning som statoil foreslo. På den måten er de kanskje litt like nordmenn som også liker å prate om ting og komme til konsensus.

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	Teekay Petrojarl	Manager	Trondheim	60 min

### Interview notes

Teekay hovedkontor i trondheim

40 år gammelt firma

Flytende produksjon

Halvt år i Korea

10 flytende produksjonsenheta

Heibel, båten dro fra korea for 60 dager siden, er på kanariøyene.

En liten gjeng

Todelt byggeprosjekt - Skibsbygg – Toppsite for oljeinstallasjon

Dem e dyktig på skibsbygg, men liten toppsitekompetanse

Lite flink til systemtenkning

Heller 1 nordmann enn 100 koreanere

Skibsskråg ble levert på rett tid

Dem har ikke oversikt over interfacene i forhold til modulene

Valgte å gjøre siste sluttarbeid i Norge

Teekay har ingeniørvdeling og fortell dem ka og korsen det ska bygges

Inspektører, ber dem rette ting, osv,

Koreanerne gjorde det til dels, men var ikke helt med på slutten

Integrert team

Samsung Heavy Shipyard

Hyundai, DSME? Og Samsung tre store – som en maurtue :P

Daglig samarbeid med Samsung fungerte bra

Opplæring og rutiner for å lette samarbeid? Neei

Møter opp en skokk med ingeniører med god erfaring. It just works

Forventninger?

Ulike forventinger, trur at om det hadde blitt bygd i Norge hadde det blitt som de ville ha det.

Byggestandard for nordsjøen kjenner dem ikke så godt til, dem heng ikke med, rætt og slætt: De leverer i henhold til vanlige krav, mener dem er greit.

Usikker på om det kan gjøres bedre. Lengre byggetid, bedre kontrakter.

Alle vet at det ikke blir 100%, men det er håndterbart i ettertid.

Koreanerne mener kontrakten sier at dem ikke plikter å gjøre det, og gjør dermed ikke det.

Må dra av gårde når dem må, og så blir det krangel og forlik og jåss på slutten

Språk er største hindring. «De snakker nesten ikke engelsk», aka er dårlig. Er en barriere. Kontraktspråket er engelsk. Teekay har hatt koreanske sekretærer. Frustrasjon rundt dette.

R og F kan dem ikke uttale, Cup of coffee, Kola

Reservert folkeslag, redd for å gjøre feil

Yes, betyr ikke at dem har fått med seg alt, men mer at de forstår at et spørsmål er stilt

Stolt folkeslag

Flink på det dem er flink på, logistikk, holder det ryddig

Leverer 80 skip i året

Jon snakker om opplæringsprogram

Språkopplæring e håpløst

Mange hadde med partner/ektefelle, intensjoner om å lære språket, men det er håpløst, det er vanskelig.

Ungdommene kommer etter hvert med engelsk, de som har utdanning

Tradisjonelle yrker uten utdanning kan ikke et ord engelsk

Mye mer hierarkisk organisasjoner i korea. Sjefen har mye mer å si. Teekay må finne rette personen å forhold seg til. Skal gå tjenesteveien.

Jon sier det er samlet inn data fra korea. Snakker om krisehåndteringssituasjoner.

Hvilke store prosjekter pågår nå?

Statoil har stort på DSME. Valemon

Shell har det der enorme skipet.

Statoil bygger opp en organisasjon i Okkbu rundt prosjektet

Teekay har ikke evaluert det enda.

Ikke noen spesiell grunn til å ikke gjenta

Korea bygger raskt, så det er megapluss

1,2 milliarder dollar? Fikk ikke helt me mæ summen

Han tror Teekay kommer til å touche innom mye av det vi jobber med.

Burde snakka me prosjektleder, han holder til å Trondheim

han fulgte prosjektet i fire år

Tidligfase i Trondheim og ingeniørperiode i India, og bygging i Korea

Han har voldsom erfaring.

Ikke lenge siden det var et diktatur, det bær dem præg av enda. Veldig respekt for autoritet. Fagfolk tjener godt. Befolkningstallet stuper. Konkurransesamfunn.

8-17 er vanlig arbeidstid. Jobber ofte lørdager, ei uke ferie, men er en del nasjonaldager og helligdager

Propagandamusikk på verftene :P Tysk ompamusikk

Spiser middag i samsungdressene. Store alkoholproblemer, billig å drikke, han vet ikke hvordan det påvirket

Du så lite anna folk der, veldig homogent, lite kriminalitet, slapp å låse sykkelen. Ingen ødeleggelser.

Han va der fra 1.april til august

Dem bor i byan. Bygger enorme komplekser, høyhus. Verftene er ganske sentrale i forhold til hvor folk bor

Geoje er på størrelse med Trondheim, men er ganske liten fysisk, bygget for verftene. Mange som pendler fra storbyene. Mindre folk i byen i helgene. 4 timer emd bsus fra Seoul til Geoje, 40-50 mil, veldig fine veier.

Godt utbygd internett, gratis, utbygd overalt. Det landet i verden med høyest utdanningsnivå, store forskjeller på folk for det om. Økonomi i sterk vekst.

Doff er dem som tøuer båten.

Dyrt å bo, 12-15 for å leie ei vanlig leilighet i Gojei, men billig å leve, Taxi og buss billig, bila e billig, bensin e litt dyrt, bra bilpark

Hatforhold til Japan.

Lite fedmekj

## Information on Interviewee

Nationality	Sex	Company	Position	Office	Interview length
Norwegian	Male	Eni Norge	Expert	Norway	60 min

### Interview notes

Siviing kjemi

dynamisk prosessforbedring

innleid konsulent

eni

De aller fleste i selskapet jobber sammen med koreanerne, treffer dem 3-4 ganger i uken på møter, de sitter i eget bygg

Noen bor der, ungene går på skolen, mye driftspersonell som er på 4/4-rotasjon, noen 1 måned her og en måned der

faste expats, rotasjon, en gang i blant reisende

300 mann for eni i Ulsan.

Bare å stikke innom? Nei egentlig ikke, strengt tatt ikke så interessert. Ingen koreanske verft har noen gang gjort sin egen engineering. hverken samsung eller daewoo, har gjort denne typen installasjoner, de har brukt egne engineering selskaper.

Prosjektet 300 mann

Litt av problemet i prosjektet ingen koreanske verft har gjort engineering, de har outsourca det.

Valemon Topside engineering <http://www.agilitygroup.no/index.php/projects-a-references/other-projects/valemon-topside-epc>

kjenner ikke til at dette endrer seg. På Valemon, topside engineering gjøres av Agility group.

De forplikter seg til å levere i forhold til den nordsjøenstandarden, men de kjenner ikke til det

har tatt seg vann over hodet ift hva de skal gjøre, spørsmål ift at de forpliktet til NORSOK, som de ikke kjenner til.

Gjengangstema i prosjekt koreanere har stort sett ift dokumentasjon... skumleser dokumenter, dokument er knapt gjennomarbeidet, masse feil. Du må påpeke hva som er feil, og komme med forbedringsforslag.

Gjengangstema, koreanere, feks v dokumentasjon, kjøre sceleton crew, mottar hundrevis av dokumenter fra kontraktør, tar stikkprøver eller skumleser. Ikke gjennomarbeidede dokumenter etc. Sender tilbake til EPC, gjør siste minimum for å rette opp kommentarer, veldig konkrete tilbakemeldinger må gis.

ENI har sitti med 100vis av mann der nede og fungert som et engineeringsselskap for hyundai, de gir ut dårlig kvalitet, 2-3 mann som bruker en uke på å fikse det. Vet ikke hvordan det har vært på samsung. Dette har vært et kjempeproblem.

ENI har sittet med hundrevis av mann noen hundre meter under og i praksis fungert som engineering selskap. Hyundai vet dette selv, de vet at ENI kommer til å fange dette opp. Har vært et kjempe problem for Hyundai.

Finnes det team, lokal inspektører, mange expater som går på rotasjon på dette eller er permanent. Alle selskapene har mange inspektører leid inn. Mye sjekking av arbeidet.

ta for seg lokale inspektører for eksempel, mange nordmenn etc. expat + rotasjon. Også avhengig av mange lokale. inspiserer det arbeidet som blir gjort, sveising, maling++.

Det som er litt frustrerende for koreanere, de har i noen 10år laget båter, supertanker, bulkcarrier, ikke noe stort problem, du får tegninger og peiser på. ^Problemet nå er at du skal bygge en svær FPSU? Masse sikkerhets- prosesssystemer, mye mer komplekst. Koreanerne blir ekstremt frustrert over hvordan nordmenn jobber. Godstog som fyker frem, møter du et problem skal det løses asap. Nordmenn gjør det mye mer omfattende. Metodikk.

NORSOK er ikke i fokus hos koreanerne.

Disse jobber tett sammen med lokale. Det som er frustrerende for koreanere, de har laget båter, det er ikke så vanskelig å produsere. nå skal du plutselig bygge en fpso, men svrt mange avanserte systemer. de blir ekstremt frustrert over norsk arbeidsmetode. de er et godstog som skal fremover, et problem skal løses på en dag eller to. Venter 5-6 uker på et svar, og så diskuterer. hvordan det kanskje skal gjøres til en løsnign.

LEad-prosess ingeniøren er på utlån, fra skibsverftet. I norge er NORSOK er veldig vel etablert. Smeller det i Nordsjøen er det ingen som hører det i Korea.

Kjetil spør om det er mest historisk eller incentiv- interessekonflikt... Lars vet ikke

Jon spør om ENI har opplæring eller verktøy for de som reiser til korea for å forberede de. Han kjenner ikke til noe. Korea er enkelt og greit, trygt, mat, ingen kriminalitet. Gjennomgang med sikkerhetsfyr, han sa at om noe blir tatt er det ikke en koreaner. India var mer kulturelt clash, dritt dritt dritt... For nordmenn og dra ned til korea, forholdene er god knall. Livet utenfor jobben er no stress.

Fordeler og ulemper: veldig lett å komme ned, rent trygt og fint. Svært lav kriminalitet. Svært alvorlig å anklage noen for å a stjålet. Ikke til å sammenligne med tidligere erfaring fra india. Kjører selv, reiser selv etc. få problemer.

Kulturelt er det ekstremt hierarkisk i arbeidssammenheng.

Har aldri sett en jente som har steget i graden mer enn å bli prosessingeniør, spraylakerer.

Bare gutta som stiger oppover i gradene

Kulturelt på arbeidsplassen, ekstremt hierarkisk,

det er mange kvinnelige ingeniører, men aldri sett en stige i gradene. patrialistisk kultur, gamlekara som styrer.

Han kan sjekke om ENI har noe kursing

Jon spør om forsinkelser. Hvordan får man en felles forståelse? Kontrakt er et godt sted å starte. Han mener det bør være negative incentiver i kontraktene. Forskjellig syn på hva kontrakten sier.

Sett seg tjent med å ha en skikkelig kontrakt, ser seg nødt til å se på prosjektledelse,  $\frac{2}{3}$  gulerot og  $\frac{1}{3}$  pisk. Nåværende kontrakter åpner ikke for negative sanksjoner. Dette har vært et problem hos ENI. Må betale det dobbelte for å faktisk få ting gjort. Hvis du sitter som leverandør er dokumentasjon kjedelig, men som kjøper er dette ekstremt viktig.

Jobber med en del studier, det vanlige er at du får en del data, bygger en modell, gjør analyser og viser resultat. Må dokumentere alt du har gjort, har gått gjennom 8 revisjoner for å få dem til å faktisk dokumentere hvordan de har bygget modellen. Ingenting henger på greip. Derfor må ting gjøres på nytt. Hvis du har en organisasjon som mottar så mye dokumentasjon, ender til slutt med ting som ikke har blitt jobbet med som går gjennom, derved etablerer dette seg som en fasit.

Mange lokale, med ENI logo, jobber sammen med hyundai ansatte. Supervisorene er mange innleide hakket over.

ENI kom i 2010, ment å forlate sommeren 2012, slutten av første kvartal i 2015. Goliat er så stor at den ikke kan gå gjennom Suez.



