MASTER

Influences of cultural differences in international multidisciplinary projects model to improve Royal Haskoning's international multidisciplinary projects

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Model to improve Royal Haskoning’s international multidisciplinary projects in Russia

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Eindhoven, 20 April 2009
I am a graduate student of the Master Construction Management & Engineering (CME) at the University of Technology Eindhoven. CME focuses on the process management, multi-project management, business innovation and the involvement to a vision of society.

This graduate project is part of the CME graduation project 2008-2009, which is an atelier where the experiences of students are shared. The final report should be based on at least two aspects of the 6-s model given by CME; factors, actors, rules, decision actions, phases and levels. This research will take all aspects into account; during the project some aspects will get more attention.

The research topic is chosen by my personal interest. During my exchange period at KTH in Stockholm, Sweden, I met a lot of people with different cultural backgrounds. I have experienced differences in the way of thinking, reacting and the way of decision-making. These differences made me interested in not only the personal life experiences; also the chance to gain insight in the experiences of these differences in international projects.

I have chosen practical research, facilitated by Royal Haskoning, an international orientated consultancy, architecture and engineering company. This report includes the analysis of the influences of cultural differences in international multidisciplinary projects in Russia. Further it will give an answer on how to improve the approach of Royal Haskoning to the bottlenecks identified. With this research I want to contribute to the knowledge and experiences of cross-cultural collaboration in Russia, which continues to gain increasing importance in the years ahead.

I would like to thank all the persons who supported me and shared their experiences. In particular I want to thank Marcel de Bruin of Royal Haskoning who supported me during my practical research. Also I want to thank Haye Reitsma who gave me the possibility to collaborate with Royal Haskoning and shared his own experiences.

Externally I would like to thank Arno Kops and Anko Bos who gave me full support by means of adding their experiences and knowledge towards my research project.

Further more, I would like to thank Ad den Otter and Elfi de Wit from the University of Technology Eindhoven who helped me with constructive critics, brainstorming and suggestions during my research. Finally I would like to thank my mother and Wouter who always supported me during my study and graduation project.

Inge Schreuder
Eindhoven, April 2009
Management summary

Dutch companies increasingly take part in international projects. Within a project individuals collaborate cross cultural, they mostly originate from different cultures and combine their knowledge and strengths. The different cultural background influences the values and behaviour of people. These differences have consequences for the project management. This is experienced more and more, but the awareness and knowledge is still small, not even mentioned or investigated.

With this interest the collaboration started with Royal Haskoning (RH) A&B division. Royal Haskoning does not obtain a specific preparation and evaluation of the influences of cultural differences present. A problem mentioned in the RH A&B division are difficulties experienced in the international multidisciplinary projects in Russia with a non-Russian client. The requirements of a non-Russian client are not sufficiently accomplished by the current project organization. The position structure which is planned towards a project does not work as expected. This is an ad-hoc way of approaching the projects; a Dutch expatriate is involved for the project management and to solve the problem present. The objective state in the research is to improve the awareness and current way of approaching of Royal Haskoning’s A&B division Russia, in terms of (project) organization and collaboration inside the project team of the international multidisciplinary projects in Russia. To reach this objective the following questions need to be answered: 'What are the most important causes of the difficult collaboration in the project organization in Royal Haskoning’s A&B division international multidisciplinary projects in Russia? And how can Royal Haskoning deal and prepare towards these causes to prevent, solve and/ or deal with such cultural problems?'

A literature and practical analysis is done to indicate the most important bottlenecks in the international multidisciplinary project in Russia. Influences of an organization are the external and internal environment. The economic, socio-cultural and legal/ political dimensions of Russia as external environment have a high impact on RH. The Russian culture is an important aspect which reflects in the internal environment of the organization; the Russian staff. Culture is the mental programming of the mind shared by a group of people. It reflects in the behaviour of people and how they interact with each other. The literature of Hofstede and Trompenaars is used to indicate the differences between the Dutch and Russian culture. The Russian culture is influenced by its society; the education, family and organization. Understanding of these will increase the understanding of the behaviour of the Russian staff.

The internal environment can be divided into structural characteristics of the organization; the position and process structure. The awareness of the difference between the formal and informal structure is important; these can be in conflict. Further the control of the external should be in relation to the control of the internal; the non-Russian client with the Russian staff.
Royal Haskoning’s international projects in Russia should relate to the Russian culture in the strategy, structure and control. The management style needs to be reflected to the Russian culture.

The experiences of the Dutch and Russian staff are used to indicate the current situation. Further an environmental analysis is done to indicate the most important actors, their interest and role inside the project and the quality of the relations between them. The indications are combined with literature to make an objective identification. The most important bottlenecks identified are:

- The formal position structure is in conflict with the informal structure. The GIP (Russian Leading engineer) is put on lower position which is in conflict with the leading position in a project with a Russian client.
- Of both sides misunderstanding is experienced of the tasks, positions and responsibilities inside the organization.
- Different way of working; no review moments, strict use of the SniP and many procedures.
- Differences in cultural dimensions towards communicating and collaborating;
  - Sensitivity concerning hierarchy, relationship and status in the Russian culture;
  - Less strict use of schedule and meetings during a project;
  - Top-down approach in decision-making and collaboration.
- The requirements of a non-Russian client are new in Russia. The Russian staff is not used to work with these requirements.

In literature many variables and bottlenecks can be found possible to occur in a project team. When making indication of the influence of cultural differences on a project team this should be taken into account.

To improve the current situation and find a way to approach and deal with the bottlenecks identified literature and externals are approached. These and the requirements of RH, and a SWOT result in specifications of a model to improve the current situation. The model is based on the current position structure which is changed with the specifications identified. The evaluation of the model indicates conclusions for the improvement of the current way of approaching:

- A long term approach towards the project organization is needed;
- The formal position structure should relate to the informal structure;
- One way of working should be created by mutual understanding and learning;
- The project management should be related to the cultural dimensions of the Russian culture;
- A Project Start-Up is needed;
- A good communication and description is needed of the different tasks, responsibilities and goals inside the project organization;
- The selection of personal should relate to the skills and competences needed;

If the approach will lead to an improvement of applying of the requirements of a non-Russian client by the project organization needs to be evaluated after implementing the changes advised.
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1 Research frame

1.1 Introduction

This chapter presents the basis of the research. The chapter starts with the motivation of the research which forms the collaboration with the company Royal Haskoning. The research context and the indicated problem are described after; these result in the objective, question and scope of the research.

1.2 Interest

Dutch companies increasingly take part in international projects. Within a project individuals collaborate cross-culturally, they mostly originate from different cultures and combine their knowledge and strengths.

Influences of cultural differences in cross-cultural collaboration

The cultural differences of people have consequences for the behaviour of people in a project; “the actors are influenced by their national culture in their values and behaviour” (Chen and Partington, 2003). The way of working is not obvious; not specifically the same as a person/group is used to do. This is named by Shore and Cross (2004); “these consequences occur, cause of the influence on the process, given as management issues, geographic work, the management structure, the long-term budgetary commitment, family and education, and pay equity.” Also Hofstede (2000) mentions that “the nature of management skills is such that they are cultural specific: a management technique that is appropriate in one national culture is not necessarily appropriate in another.”

The differences are experienced more and more by governments, organizations, institutions and different sectors over recent years. The influence of cultural differences on the project management is being investigated regarding some specific countries. In general these are focused on differences in doing business, but the awareness of the influences of cultural differences is still small. This interest is the basis of collaborating with Royal Haskoning.

1.3 Royal Haskoning and the Architecture & Building division

Royal Haskoning (RH) is an independent, worldwide operating firm. It is a consulting, architectural and engineering firm founded in 1881 in the Netherlands. Rooted in a technical background, RH’s consulting services focus on the broad field of the interaction between people and their environment.

RH operates with 68 offices, in 28 countries, through an array of 10 divisions structured according to provided services. RH employs over 4300 engineers and consultants who combine a wide range of knowledge and experience. RH collaborates with their clients to achieve sustainable solutions in an increasingly complex society. The expertise and experience of the professionals in a variety of disciplines considers all aspects of a project, in order to subsequently develop sustainable and practical solutions.
Introduction

It owns the organizational concept of 'one company operating through a network of offices which are in close contact with the clients'. In this way RH offers multidisciplinary and integrated services locally, based on experience built globally. The organization chart can be found in appendix 1.

The Architecture & Building division (A&B division) advises on planning, designing and managing buildings of all types. The A&B division performs both engineering and drafting of structural and architectural design. The division is able to make use of RH's professions on most of the expertise necessary to bring any building contract to successful completion; the fields of architecture, structural engineering, installation technology, project management and facilities management in which the architecture and building division exists. A further description of the division and Advice Group (AG) can be found in appendix 1.

1.3.1 Royal Haskoning Russia

Royal Haskoning started its operations in Russia in 1996. RH Russia offers multidisciplinary and integrated services in Russia, based on experience built globally. RH Russia are engineers, architects, consultants and environmental scientists, together more than 120 professionals, delivering international standards and local expertise in Russia.

RH's international and Russian staff works together with partners, Russian firms and design institutes to ensure that all activities are executed in compliance with Russian standards, rules and norms, aiming to exceed the expectations of all our clients, whether they are multinationals, governments or international financing institutions. The close cooperation is also to ensure that all activities are in compliance with Russian design and construction norms (SniP’s) and standards (GOST’s), which enables a smooth permitting approval by Governmental bodies.

1.4 Research context

There are still a lot of cases in which the influences of cultural differences are unknown, not mentioned or investigated. Hofstede et. all (2002) state that cross-cultural misunderstanding is a much-underestimated cause of trouble. The knowledge of cultural differences is important, it increase the understanding of other actors; the way actors behave, appreciate to be approached and their decision-making-process. This knowledge can avoid misunderstandings or unrecoverable collaboration breaks, which are also mentioned by Heads of RH Advisory Groups of A&B division.
At RH, A&B division, Advice Group Multidisciplinary Projects (AG MP), it is observed that there is less preparation and evaluation of cultural differences in international multidisciplinary projects (IMP). If a Dutch expatriate is asked to work in an international project, the way of working is ad hoc; ‘there is a problem in country X which needs to be solved.’ The expatriate does not have much time to prepare specifically before entering an international project.

- The preparation of staff is done individually by; surfing on internet, talking with colleagues who have experiences in IMP and the first weeks in the project. The conversations with colleagues will give some important aspects, but the aspects which are not mentioned will and have to be experienced by the individual during the project, even when these aspects are already mentioned and evaluated in other projects.
- Each project at RH is evaluated in the end, but the evaluation is not registered collectively on topics as cultural differences. There are information sheets available of general aspects, projects done by different divisions and important aspects of legal, insurance and healthcare issues focusing on a specific country. Only not after all projects this evaluation is made.

Consequences of this limited preparation can be that somebody is not prepared on the language and/or is unknown with the way of working; the technical way of working and the cultural sensitivities. This influences the success to adapt to the other country, culture and people.

Next to the awareness and knowledge of the differences in culture, the way of working and methods is done differently in countries, which influences the project management (PM) (Shore and Cross, 2004, and Amber, 2007). The PM of a project has to fit the project, even when there are different cultural values or behaviour to be recognized (by the governance, the different actors, in the way of decision-making etc.). The PM has to deal with the different ‘expectations’ in the project.

Regarding the influence of cultural differences on the PM, Royal Haskoning's Architecture & Building division Advice Group multidisciplinary projects, has experienced difficulties in international multidisciplinary projects in Russia with a non-Russian client. The way of working which was planned at the start and during these projects does not always work as expected.

1.5 Research problem

At RH, A&B division, AG MP difficulties are experienced in the (project) management of IMP in Russia. An organization structure is used during the project but this structure does not work as expected. At the start of the research the structure shown in figure 1.2 was given by Head of AG MP.
After interviews with Dutch project managers (PM) who worked or are working in IMP in Russia the current problem has been indicated. RH A&B division Russia is asked by a non-Russian client to accomplish a project in Russia. They ask RH Russia as consultant because of the experiences of working in Russia. Another factor is the experience with the consultant on earlier collaboration. In a project it is possible that RH A&B division Russia is asked for the whole project management or a specific phase of the project. During the project a Dutch PM is involved into the project organization to accomplish the requirements. The Dutch PM is an expatriate who is asked by RH A&B division. Also it is possible that the non-Russian client asks specifically for a Dutch project manager. The Dutch expatriate is sent to take a look at the situation, take care of the PM and to solve problem(s) present. In some cases the project is in the design phase when the requirements of the client are set. This is an ad-hoc approach; the Dutch expatriate is more aware and has more knowledge of PM to accomplish the requirements of the non-Russian client.

But the collaboration between a non-Russian client, Dutch PM and Russian leading engineer (GIP) does not work as expected. In the structure, shown in figure 1.2, the Dutch Project manager is placed between the non-Russian client and the GIP. The structure is meant to let the Dutch PM be in contact with the client. The GIP is in contact with the Dutch PM and engineers. In reality the Dutch PM makes contact directly with the engineers and the GIP directly with the client. A threat in the collaboration of the Dutch PM and GIP is the different way of working, behaviour and thinking. Another aspect mentioned is changes in requirements during the project are not possible to implement.

In projects with a Russian client, this situation does not occur in this way. The difficult collaboration inside the given project structure does not occur, because no Dutch PM is involved. In the case without a Dutch PM no direct collaboration is needed between Dutch and Russian staff, and between a non-Russian client and a GIP. A comment on this indication is the limited insight in the situation of a project with a Russian client by the Dutch staff; for instance maybe because of language barriers.
The main problem can be indicated out of the explorative interviews: ‘the project results and requirements set by a non-Russian client are not sufficiently accomplished by the current project organization and project team of RH Russia’. This results in an unsatisfied client, who does not trust the way of working and capability to reach the requirements. To accomplish the requirements an agreement needs to be made with the client in the end of the project; includes extra money and time. This issue can also occur in other projects for instance in the Netherlands, but in the projects with a non-Russian client in Russia the situation occurs in almost all projects. The following research problem can be formulated:

The current organization structure and project organization of Royal Haskoning international multidisciplinary projects in Russia do not work sufficiently towards the requirements of a non-Russian client.

Problem owner
The problem owner in this research is RH A&B division AG MP in Russia as consultant of the project. The Dutch PM (expatriate) is put responsible towards the non-Russian client. The client has set requirements and expectations at the start of the project. RH is asked by the client to fulfil these requirements within a budget and time planning. The PM is seen as responsible to accomplish the project with the current project team by RH.

1.6 Research objective
The current way of RH to set up the projects in Russia is not applicable towards projects with a non-Russian client. The results and collaboration are not matching the requirements and expectations set at the start of the project. An objective for RH A&B division AG MP is fitting the project organization and project management to the expectations set by the client at the start of the project, which is important for future IMP. Next to this objective getting a stable collaboration inside the Project Team to be able to work better in future projects in Russia with a non-Russian client is important. RH A&B division MP should be able to learn of earlier projects and improve the current situation. The objective of the research can be stated as:

Improve the awareness and current way of approaches of Royal Haskoning A&B division Russia, in terms of (project) organization and collaboration inside the project organization of the international multidisciplinary projects in Russia, so the requirements of the non-Russian client can be better accomplished.
1.7 Research question
The causes of the influences of cultural differences in the difficult collaboration experienced in the IMP in Russia with a non-Russian client should be indicated. Also a suggestion should be made on how to improve the current situation to fit the expectations of the non-Russian client with the capabilities of the RH organization in Russia should be given. The aspects identified should be known and taken into account by RH A&B division AG MP at the start of an IMP. The research objectives can be formed into the research question:

What are the most important causes of the collaboration difficulties in the project organization within Royal Haskoning's A&B division international multidisciplinary projects in Russia? And how can Royal Haskoning deal and prepare towards these causes to prevent, solve and/or deal with such cultural problems?

1.8 Scope
The scope of the research is:
- RH' international multidisciplinary projects in Russia:
  - A project with a non-Russian client;
  - A project where a Dutch Project Manager is involved for the Project Management to accomplish the requirements of the client;
  - Multidisciplinary project; engineering is involved in project;
- Project team; non-Russian client/ Dutch project manager/ Russian Leading engineer/ engineers:
  - The Project Team is in contact with the non-Russian client, which can not be seen separated from the team.
  - Contract is made; the requirements of the client are set and needs to be worked out by the Project Team.
- Cultural differences:
  - Russian versus Dutch culture.
- Project organization structure:
  - Positions;
  - Process;
  - Team aspects.
- Preparation of project:
  - General;
  - Expatriate.
Culture
Cultural differences are the main aspect of the research focus. This should be related to the causes identified and the further process. In chapter 3 the cultural differences towards the Dutch and Russian culture are indicated. Also a description of the current situation in Russia and general aspects of the Russian society will be given. In chapter 4 these aspects will be combined with the aspects identified of the indicated situation of RH IMP in Russia.

1.9 Result
At the start of the research the result was not able to be explained in detail. The research should lead to a model towards RH’s IMP in Russia at RH to improve the approach and deal with the most important influences of cultural differences in the organization and PM in Russia.

During the research it became clear that the result should be a model which contains the aspect of organization structure; position and process structure. The second part relates to the expatriate; to increase the awareness of different approaches and control in the Russian environment.
2 Research plan

2.1 Introduction

In this chapter the approach of the research is given. The research questions set up out of the problem question, the translation of the questions into a research model and the methodology is explained.

2.2 Research questions

To be able to find an answer to the research problem, the information and knowledge to realize the research objective, a number of research questions are set up:

Central question 1 has a describing character.
1.1 What are important aspects towards the cultural differences between the Dutch and the Russian culture?
   ▪ What are important aspects towards cultural differences?
   ▪ What are the cultural differences between the Netherlands and Russia?
1.2 What are important factors of a (project) organization in international projects?
   ▪ What is a (project) organization?
   ▪ What are important aspects of a project organization?
1.3 Which aspects are important while working in an international environment?
   ▪ What are important factors of the collaboration in a project team?
1.4 What are the experiences of the staff of RH A&B division of the current situation of the IMP in Russia?
   ▪ What are differences seen in the collaboration inside the Project Team between the situation of a project with a non-Russian versus Russian client?
   ▪ What are the experiences of the staff of Royal Haskoning concerning the current situation in the international projects in Russia?
   ▪ What are differences seen between Dutch and Russian staff towards the situation?
1.5 What are the most important bottlenecks in the current situation?
   ▪ Which causes are influenced by the Russian culture?

Central question 2 has a prescribing character.
2.1 What can RH learn from others to approach and deal with the bottlenecks identified?
2.2 What can RH learn from literature to approach and deal towards the bottlenecks identified?
2.3 What kind of model can be developed to prepare and deal with the bottlenecks identified?
   ▪ Which requirements can be given out of the analysis, diagnosis and by RH to prepare and deal with the bottlenecks identified?
2.3 Research model

The research questions can be translated into a research model see figure 2.1.

Figure 2.1 Research model and report structure
2.4 Methodology

It is a practical research; the goal is to improve the current situation of IMP at Royal Haskoning in Russia. The intervention cycle given by Verschuren en Doorewaard (2008) is a general research method which can be used for this type of research.

![Intervention cycle given by Verschuren and Doorewaard (2008)](image)

**2.4.1 General research method**

In this cycle the practical problem at Royal Haskoning is the central point. The practical problem needs to be indicated; this is done in the exploration phase resulted in the research context and problem (section 1.4 and 1.5 and a total description in appendix 2).

**Analysis**

The next step is a more specific analysis of the problem indicated. The experiences of Dutch and Russian staff of the current situation will be investigated and compared. The practical analysis is based on a literature research of the specific subjects stated in the scope. The analysis will lead to an indication diagram of the current situation seen by the Dutch and Russian staff; shaped in an Ishikawa diagram. Also the different experiences of the staff will be given. Next to the diagram an environmental analysis will be made; who is involved, their interests, power to the project, quality of the relations and a SWOT of RH's IMP in Russia. This indicates the most important confrontations in the environment.

**Diagnosis**

The diagnosis is the next phase which connects the different parts of the analysis; the indication of the current situation is combined with literature. This leads to an identification of the current situation and the most important bottlenecks. This forms the basis for the further research.

**Design & Plan**

In the design, the improvements towards the current situation will be made. This will be done by setting specifications out of the analysis. Next to these specifications the research objective will be given by the Heads of AG A&B division; requirements of RH. By interpretations of literature and external input specifications of a model can be made. The indicted actions will be given in the design.
**Evaluation**

The last step is evaluating the applicability of the suggested design and plan. The design and plan will not be implemented in this research, this is very difficult to accomplish in the given time and as a person who is not part of the organization. Only the model will be evaluated by validation; the requirements out of the analysis and RH can be checked and discussed with a few PM of RH. The research will be completed with a conclusion and recommendations.

**2.4.2 Research strategy**

**General description of research strategy**

The strategy of a research can be divided in dimensions; broad - detail, qualitative - quantitative and empirical - bureau research (Verschuren and Doorewaard, 2008). This research focuses on the current situation at RH’s IMP in Russia; a detailed identification is needed. In this detailed research there is a qualitative approach. In a qualitative approach the indication of the current problem will not be counted or calculated but compared and indicated.

There will be a practical research at RH (empirical) and the use of literature, documents and articles of the specific topics (bureau). These characteristics are seen in a bureau research and practical research. Both ways are chosen to give a more objective view on the practical research problem.

**Bureau research**

In this type of research material produced by others is used. This material can be divided into literature; books and articles, and graduation reports and/or other research reports. This material is used to gain a more integrated view of the research topic and problem.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Literature topics</th>
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<tbody>
<tr>
<td>Problem identification</td>
<td>Culture, cultural differences, international (project) management</td>
</tr>
<tr>
<td>Analysis</td>
<td>Organization structure, project team and preparation of a project</td>
</tr>
<tr>
<td>Design</td>
<td>Managing cultural differences, working in Russia.</td>
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Table 2.1 Literature topics

**Practical research**

A survey with the characteristics of a case study is chosen for the practical research at RH. An open view on location is difficult to accomplish so a survey is chosen, but the aspects will be used to accomplish a close research. This method leads to an integrated and more detailed view in a process or object, in this case the current situation of IMP of A&B division (AG MP).

The seven characteristics of a case study given by Verschuren and Doorewaard (2008):

- small number of research entities
- intensive approach
- more detailed
- a selective/ strategic sample
- an indication of the ‘whole’ situation instead of only variable/ entities
- qualitative data and research methods
- an open view on location
Research entity
In this research the research entity is the current situation of IMP A&B division in Russia.

Detailed
The detailed approach results in intensive ways of data generation. This will be done in two ways: interviews at Royal Haskoning of the A&B division AG MP, other organizations, companies and divisions of RH working in Russia, and with specific literature. Another way of a more detailed research will be done by focusing on some specific aspects in the research problem. This selection was made in the explorative phase in collaboration with the Head of AG MP and by the use of the literature.

An indication of the 'whole' situation
With the use of literature and external input an indication of the whole situation can be made.

Strategic sample
There are two selection rounds of respondents in the practical research. First the current situation at RH IMP in Russia at the AG MP will be determined. For the strategic sample there are some selection criteria. A distinction can be made between the Dutch and Russian staff and their experiences. A comment on the criteria is the subjective criteria of the selection. The selection is done by the knowledge and experiences of the Heads AG MP, which suggested which staff posses of needed knowledge and experiences.

The second round focuses on getting experiences and knowledge of external. Other consultancy companies, organizations and other project managers of divisions at RH will be approached. An important aspect in the selection is the variety of the respondents, to get a broader view of the situation. A comment is that a consulting, engineering firm is able to give more focused information/experiences compared to a general consulting firm.

<table>
<thead>
<tr>
<th>Selection criteria round one</th>
<th>Problem identification and analysis</th>
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</thead>
<tbody>
<tr>
<td>1. Dutch expatriates with experience of working in current IMP in Russia</td>
<td>1. Experiences and knowledge of working in Russia</td>
</tr>
<tr>
<td>a. Project manager</td>
<td>2. Project Manager or higher position (CEO)</td>
</tr>
<tr>
<td>b. Engineers</td>
<td>3. Variety of the respondents</td>
</tr>
<tr>
<td>2. Russian staff with experience and knowledge inside AG MP</td>
<td>a. RH divisions working in Russia</td>
</tr>
<tr>
<td>a. GIP (leading engineer)</td>
<td>b. Consultancy companies A&amp;B</td>
</tr>
<tr>
<td>b. Project manager assistants/ leaders</td>
<td>c. Consultancy companies</td>
</tr>
<tr>
<td>c. Engineers</td>
<td>d. Government organizations</td>
</tr>
</tbody>
</table>

Table 2.2 Selection criteria respondents round 1

<table>
<thead>
<tr>
<th>Selection criteria round two</th>
<th>Specifications design</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Experiences and knowledge of working in Russia</td>
<td>1. RH divisions working in Russia</td>
</tr>
<tr>
<td>2. Project Manager or higher position (CEO)</td>
<td>b. Consultancy companies A&amp;B</td>
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<tr>
<td>3. Variety of the respondents</td>
<td>c. Consultancy companies</td>
</tr>
<tr>
<td>a. RH divisions working in Russia</td>
<td>d. Government organizations</td>
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<tr>
<td>b. Consultancy companies A&amp;B</td>
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<tr>
<td>c. Consultancy companies</td>
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<tr>
<td>d. Government organizations</td>
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</tbody>
</table>

Table 2.3 Selection criteria respondents round 2
Open view on location

In a case study, the case is mostly studied on the location itself. In the research the staff and documentation of IMP at AG MP of A&B division will be studied. Some external factors led to a combination of survey methods and case study methods to study the current situation. Observation would take a lot of time to get an indication of the current situation. The graduation project is 6 months and the focus on IMP in Russia was made after 1.5 months. The time to do observation is too short and asks also a considerable investment.

Open interviews are an ideal way to get an integrated view of the situation, because opinions are needed. To invest in open interviews on location in Russia, the Head of AG MP need a more detailed view of information needed to approach. This preparation and a trip of one month lead to the decision of using open-structured questionnaires to approach the Russian staff. Open interviews on location at that point of the research were not possible. By open-structured questionnaires the open way of approaching is tried to reach. The Dutch staff located in the Netherlands will be approached by face-to-face interviews.

Structure of interviews

A characteristic of a case study is an integrated view of the situation. This reflects in the structure of the interviews; a semi-structured interview. It is an open way which means open questions, which are steered on different topics. These topics are given at the start of the interview. This set up is used in the problem identification and analysis phase. Only in the problem identification analysis the Russian staff and Dutch staff located in Russia are approached by questionnaires. These are set up with open questions, to keep up with the semi-structured way of approaching, and closed questions to measure and compare.

Number of interviews

The limited time of the graduation project leads to decisions of the maximum number of approached respondents. Also the selection and number of staff present in the division in Russia influence the number. Specific choices are explained in appendix 4 and 5.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Number of respondents</th>
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<tbody>
<tr>
<td>Round 1</td>
<td>Around 10-20 respondents</td>
</tr>
<tr>
<td>Round 2</td>
<td>Around 5-10 externals</td>
</tr>
</tbody>
</table>

Table 2.4 Number of respondents

Verification

The interviews will be verified by letting the respondents check the report of the interview. Next the questionnaires will be filled in by the respondents; the given opinions can be used directly. In general the practical results will be compared with literature, which realize reliability. The diagrams and design developed during the research will be verified by the Head of AG MP and/or externals.
During the analysis the diagrams will be improved and become more reliable by new input and visions. Relations will be made reliable by discussion the indication diagram with Head of AG MP. Also the diagram will be compared with specific literature. The same will be done by the validation of the design. The Heads of AG MP and EP will be approached to discuss the design. The feedback will be included in the evaluation of the design and research.

The specific methods of data analysis of interviews, questionnaires and comparisons are shown in appendix 2, 4 and 5.

Relevance
The research will add new theoretical and practical knowledge of influences of cultural differences in IMP in general and specific concerning Russia. It will give an overview of the theories of Hofstede and Trompenaars towards cultural differences and the indications of the Russian and Dutch culture out of the analysis. Further the factors interacting on an organization will be indicated; the external and internal environment.

The research will indicate the most important bottlenecks in the current IMP in Russia for RH. Further the advice to approaches and deal with the cultural differences and bottlenecks identified in IMP in Russia form a start for further research and application.

Personal relevance of the research is increasing the understanding of differences in values and behaviour between people.
3 Applicable literature

3.1 Introduction

In this chapter the literature background regarding the research is given. Most important aspects connected to a cross-cultural organization will be given; Organization, organization structure, culture, cultural differences, international management and project team. These subjects will be related to Russia and RH.

3.2 Organization

Central point in the research is the organization Royal Haskoning. The definition given by Van Aken (2002) of an organization: ‘A group of people who collaborate in a more or less stable network of social relations’. The term organization has developed over the years. With this definition the large organizations have developed for many centuries in connection with the State and her organs. In the last centuries also organizations which are not connected to the State developed on economical and social areas; during the industrial revolution these organization developed even more. Van Aken (2002) writes; “The organizations changed over the years, the organization structure changed with it”. Important to the research is the development of organizations in Russia, which relates in current organization structures. The work values of the Russians are reflected on the organizations in the past which is most important the communistic politics.

The focus of the research is on the project level, which is influenced by the organization and individual level. In figure 3.1 this is made clear by Robbins (2003).

Figure 3.1 Relation of organization and individual to the focus of project level (indicated with Robbins, 2003 and Wit, 2006)

3.2.1. Organization in its environment

Concerning the research it is important to be aware of the aspects reflecting on the organization. The organization is operating in Russia which forms a different environment compared to the Netherlands. Daft (2006) makes a distinction of the location of the organization in the international environment and the external environment: the economic, socio-cultural and legal-politic dimension.

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The economic dimension represents the general economic health of the region in which the organization operates;

- The socio-cultural dimension involves demographic characteristics as well as the norms, customs and values of the general population;
- The legal/political dimension includes government regulations at the local, state and federal levels as well as political activities designed to influence corporate behaviour.

Van Aken (2002) makes a difference between the transactional and the institutional environment. The first focuses on the relevant actors for making transactions; external and internal, and the second are the relations who influence the organization with legislation and rules. The interaction between these external and internal actors is a continuous process which changes often.

3.3 External environment

In this section the important aspects of the external environment are described towards the research situation; the Russian environment in which RH is operating.

3.3.1 Economic dimension

Since 1991, after the fall of communism, the Russian economy has had periods of crisis followed by periods of recovery. These were always with a background of great uncertainty. There was a transition from a centrally controlled economy into a free market economy. In the centrally controlled economy there is no market force which reflects on the attitude to money, goal and quality. Many State companies were privatized and a decrease of 80% of the defence expenses took place. In 1993 and 1998 the bank system collapsed. These occasions caused large poverty, inflation and shrinkage of the economy. Contrasting is the 21st century in which Russia seems to be economic growing fast and obtaining considerable reduction of its external debt. The economy growth was one of the fastest in the world. These changes seem to encourage political stability, growth and foreign capital investment. But also have changed the life and business very fast which reflects on the people and their view on the future.

Russia is getting more open to foreign investors and has many market opportunities for foreign investors. The number of USA/ West-European investors active in Russia is increasing. Some investors ask USA/ West-European PM consultants for the project management of their projects. They ask these consultants because they do not have the knowledge and/ or experience to accomplish the project; not used to work in Russia and/ or do not have the knowledge of project management or other disciplines.

The energy sector is a very important sector of the Russian economy; Russia is an important player in international energy trade. Gazprom is the largest income source of the Russian economy; the oil and gas company owned by the State. In Russia the resources are located in the East but the monopoly is Moscow situated in the West which flourishes with the income. This influences the attitude of the people towards equity.
The export prices increased in addition to an unprecedented boom in consumer orientated sectors; especially the construction and services. The inflation has remained largely under control in recent years, although this will be a challenge for the government to the coming years. Some other comments on the economy given:

- The economy offers many opportunities but with a high risk; take a lot of precautions and learn how the government institutions and business sector function;
- The dark side of the Russian economy is the presence of organized business mafias;
- Progress should be made in Russia to reduce the effects of a suffocating bureaucracy, corruption and a judiciary lacking independence;
- The level of income is not equal; high difference of the lower levels to higher levels;
- Further the pensions offered by the State are not enough for make a living. Especially in the large cities the living standard is much higher.

The economic situation has been changed since November 2008; the economic crisis around the world also influences the Russian economy. The Russian economy in the current situation is in a recession. This brings back the uncertainty of the last century, nobody is sure of keeping their job.

### 3.3.2 Socio-cultural dimension

Towards the research the socio-cultural dimension is very important. The RH A&B division is part of the Russian socio-cultural environment. The aspects of norms and values will be explained in this section; the definition of culture and the relation to the differences between the Netherlands and Russia will be explained. These aspects are related to the external dimension, but are also experienced in the internal environment; the Russian staff inside the (project) organization. The demographic characteristics of Russia can be found in appendix 3.7.

**Culture**

The theories of Hofstede (2005) and Trompenaars are used in this research to describe and compare the Dutch and Russian culture. Hofstede's theory is a common used theory of cultural differences between countries. Further the theory of Trompenaars (2005) is used to add another business focused theory of how people with different cultural backgrounds differ and react on each other.

The definition of culture given by Hofstede (2005) is "the collective programming of the mind distinguishes the members of one group or category from another"; "Culture is always a collective phenomenon which is shared to a certain degree by people in the same social surroundings". Trompenaars and Hampden Turner (2002) define culture as the way in which a group of people solves problems and reconciles dilemmas.
Common assumptions towards culture can be seen in the different theories:
- Culture is shared by a group of people;
- Culture affects norms and values;
- People are culturally developed from birth;
- Culture becomes visible through people's actions, behaviour and look upon time.

Culture is formed out of different layers; the outside are the explicit products, underneath the norms and values which have the basis for define something as good or bad, and inside lies the implicit part of culture 'the basic assumptions'. The basic differences in values between cultures lie in the core of human existence. The behaviour of people is related to these layers.

Nations, therefore, should not be equated with societies, which are historically, organically developed forms of social organization. Hofstede (2005) states: "Strictly speaking, the concept of a common culture applies to societies, not to nations". Influences can be a strong force; a dominant national language, common mass media and a national education system. The social game itself is not deeply changed by changes in today's society. The unwritten rules for success, failures, belonging, and other key attributes of our lives remain similar. More important is a need to fit in, to behave in ways that are acceptable to the groups belonging to. Culture can be changed fast; the outside of the onion!

Figure 3.2 A model of culture (Trompenaars, 1993)

**National culture**

Hofstede (2005) states the strongest level of culture is the national culture; it is based on deeply rooted values people developed in the first years of their life. Values are 'broad tendencies to prefer certain states of affairs over others'.

If we want to understand people's behaviour, we have to understand their societies. In culture there is no shortcut to the business world; "multinationals need to coordinate and control their operations through worldly practices that are inspired by the national values of their origin, but can be learned by staff from a range of nationalities" (Hofstede, 2005). The Russian society should be related to the norms and values; the Russian society needs to be understood to understand the behaviour of the Russian staff.
Hofstede (2005) compares the different cultures on five dimensions; these are formed out of research over many years on theories and data of national cultures:

- **Power Distance;**
  
  This dimension measures the sensitivity concerning hierarchy; the respond to power and authority. It is the degree of inequality between the people that is assumed to be a natural state of affairs.

  In high-power distance countries people seem to be afraid of their boss, and bosses tend to be paternalistic and autocratic. In low-power distance countries people seem to be more likely challenge their boss and bosses tend to use a consultative management style.

- **Collectivism versus Individualism;**

  Identity can be found in relationships between the individual and the group. In individualistic countries people seem to look out for themselves. In collectivistic countries individuals are bounded through strong personal and protective ties based on loyalty to the group during one’s lifetime.

- **Masculinity versus Femininity;**

  Gender role is central; the social and emotional implications of having been born as a boy or a girl. In an unequal role distribution in a country there seem to be a tougher society in which is more emphasis on achievement and fighting than on caring and compromise.

- **Uncertainty avoidance;**

  This dimension is about the ability to cope with unpredictability and ambiguity; in other words with fear of the unknown. People of a strong uncertainty avoidance country seem to avoid unknown situations; perceive them as threatening.

- **Long versus Short Term Orientation;**

  Is a country to focus on the long term, the culture can be divined as persistent and perseverant; a respect for hierarchy of status of relationships. The short term orientation people seem to have sensitivity for security and stability, a protection for reputation, a respect for traditions and a reciprocation of greetings, gifts and favours.

Trompenaars (2004) states that every culture distinguishes itself from others by the specific solutions it chooses to certain aspects. These are influences by the relation with other people, time and relation to the environment. His theory focuses on seven dimensions covering the ways in which human beings deal with each other which a focus deeper on the interaction between people which is important towards the collaboration inside a project team and the approach of the management towards the staff.

- **Universalism versus particularism;**
  
  Rules versus relationships;

- **Individualism versus collectivism;**

  The individual versus the group;

- **Neutral versus affective;**

  The range of feelings expressed;

- **Specificity versus diffusion;**

  The range of involvement;

- **Achieved status versus ascribed status;**

  How status is accorded; by doing or being;

- **Inner direction versus outer direction;**

  Attitude towards the environment;

- **Sequential time versus synchronous time;**

  Attitude towards time.
Dutch versus Russian culture

In this research the different dimensions of Hofstede and Trompenaars are applied to the Russian and Dutch culture. First by the dimension of Hofstede the Russian culture can be described as:

![Figure 3.3 National culture of Russian versus Netherlands by dimensions of Hofstede (2005)](image)

- A high score on Power Distance: Sensitive towards hierarchy and status. Vossenstein (2006) described the power in Russia as absolute which reflects on; wealth, influence, control, connections and status. A comment on these aspects is the contrast of the family approach towards an organization or a team. Reflects in the top-down decision-making and management.
- A low score on Individualism; Group orientated with strong personal ties.
- A middle score on Masculinity; Achieving is still important compared to consensus.
- A very high score on Uncertainty Avoidance; The need of procedures and formalities.
- A low score on Long term orientation; The need of agenda and planning is less important.

The differences with the Dutch culture on the dimensions of Hofstede are mostly on Power distance, Individualism and Uncertainty Avoidance.

Trompenaars (1993) does not give a specific score of the different dimensions to each country. The indication of the Russian culture by the different dimensions is done by the most explicit scores of the Russian culture of Trompenaars examples and by the interpretation of the researcher.

- Universalism versus particularism

Russia can be seen as a particularism culture. Relationships are very important which reflect in the timing of a business and roles in the organization. In the case if the rule is more important than a friend, Russia scores 42% on a scale of 100, compared to the Netherlands which score 88%.

- Individualism versus collectivism

Towards working Trompenaars divides two ways; alone and in a group. In these dimension Russia scores as an individualism culture; on the dimension of believing in individual decisions Russia scores 48% on a scale of 50, compared to the Netherlands that scores 27%. On the dimension of opting for individual responsibility Russia scores 68% on a scale of 100, the highest score, compared to the Netherlands that scores 43%. But Russia can also be indicated as a collectivism culture because of the appearance in a group: status is very important. Trompenaars argument the different scores of the Russian culture to the political history of Russia. More information of the Russian politics can be found in section 3.7.
Applicable literature

• Neutral versus affective

The Russian culture can be described as affective; in many cases Russians keep feelings carefully controlled and subdued. But the overall expression is large; language and emotions. Neutral cultures do not only have to be cold or unfeeling, it is about the amount of emotion. This aspect also relates to the permissible of humour and to communication; verbal and non-verbal. Gesteland (2002) explains that Russian negotiators frequently display both types of behaviour; expressive and reserved. The Dutch culture can be indicated more neutral in the expression.

• Specificity versus diffusion

An important aspect towards the Russian culture is loosening face. The culture can be seen as diffused, which indicates the sensitivity to avoid private/ personal confrontation; it is very difficult not to take things personal. This in contrast to the Dutch culture; insulting and criticising are not connected to the person. A diffused culture also influences the time needed to do business or working together. In contrast Trompenaars and Hampden-Turner (2004) mention that Russia swung to a more specificity. The comment Gesteland (2002) makes is a Russian can be seen as relationship-focus in their communication, but are inconsistent compared to other relationship-focuses countries with its emotional expression during work; direct and low-context communication behaviour.

• Achieved status versus ascribed status

Status in the Russian culture can be seen as ascribed; referred to being; age, gender, social connections, education and profession. In the Russian culture, seniority and education is very important concerning status. The different interpretations are very sensitive to acceptance; performance, roles, relationship to the organization, awarding and the signs of ascribed status. This compared to the Netherlands where a more achieved status is present; status achieved by what you do.

• Inner direction versus outer direction

The Russian culture can be seen as a control focused; inner direction. They believe it is worth to try to control ones nature. The only problem which Trompenaars gives to this view is the difficulty to control the nature from within ourselves, it can not be done by all people; everyone wants to have power.

• Sequential time versus synchronous time

In the Russian culture time is seen as passing events; the past, present and future are not interrelated; sequential time. The schedule is less important than spontaneous interceptions; the Russian culture does not follow the schedule as strongly as the Dutch culture. Vossestein (2006) mentions that planning and punctual are not totally understood in Russia; experienced towards appointments and the duration of an appointment.

Adding the literature of Trompenaars to the organization culture; Russia should be indicated as 'The family' type; a power-orientated culture. The different types are related to the general relationship between employees and their organization, the vertical or hierarchical system of authority defining superiors and subordinates and the general views of employees about the organization's destiny, purpose and goals and their places in this.
The differences indicated between the Dutch and Russian culture reflect to the PM and approach of the Russian staff. Russian are less direct, sensitive concern status and relationship, and do not see activities interrelated which relates in less strict use of planning and agenda.

Figure 3.4 Seven dimensions of Trompenaars indicated by researcher

Society
This sub-section gives a deeper insight in the general aspects important to be aware of while working in Russia. Vossesein (2006) of the Royal Tropical Institute has written about working in Eastern Europe. Regarding Russia, Vossesein writes some important differences in generation Russians, an extension is made between:

- The older generation Russians (indicated 40<) who posses of a very good network and connections in many levels of society. They tend to be very careful and are sensitive concerning their reputation;
- The young Russians; the intellectual Russians who posses a good degree and open mind towards the West;
- The new rich; the new elite who behave authoritarian like the old communists.

Operating in Russia is on a background of deep-seated Western wariness of Russia; the challenge is to cope with Russia to be able to manage relationships with Russians (Crane, 2000). Habibis (2006) states that Russians do not like foreign people who enter Russia and want to work with their own rules and behaviour rules.

Further education is an aspect which influences a society. The past is still reflected in the Russian education. In the last years the development of private Universities is increasing; these obtain a broader view and English is given in these Universities.

The Russian people are very proud of their country and culture. This can be seen in the attitude to a crisis; “Russians accept that their lives are difficult and pride themselves on being able to flourish in conditions others would not” (EVD, 2008). The people are strong and able to survive; they do not expect government support, they will do it alone (de Pers, 2008).
3.3.3 Legal/ political dimension

The Russian legal and political dimension has an important history. Between countries there are differences in the legal and political situation which reflect on an organization, but the situation in Russia is one which is not easy to operate in.

The current Russian political system is built up after 1992. The constitution of 1993 declares Russia as a democratic federative state based on rule of law and a republican form of government. State power is divided among the executive, legislative and judicial branches. Before 1992 there was a communist system in Russia; dictatorship. The hierarchic system still reflects in Moscow; this is the synonym of the wealth, power and the control of the country.

Russia obtains a power politics towards the rest of the world; it is the largest country in the world and it posses of enormous gas and oil resources. At least this ambition is still present Vossestein (2006) mentions in his book the size of Russia, the influence of the size on the view of the Russians towards the external environment. Poetin has brought this ambition back into the Power State politics. The view on their concurrent countries; 'Europe and especially the Netherlands are seen as just a small group of dwarfs, but with technological and life style attractiveness'. Also the language and emotions are expressed as large and important. Because of the size many habitants have never been or looked outside the borders. Russia changed of a four-century-old empire to nation-state (Crane, 2000). These can be related to the dividing made by Vossestein in generation Russians.

The constitution distinguishes a legislative, executive and judiciary power, which is independently of each other. The president gets extended power granted in the constitution. The way foreign investments are approached is strongly dependent of the political colour of the governing board. The approach from itself reflects in investment legislation, tax advantages or correctly in restrictive measures to protect the local economy. The State is very protective of the own labour market and protective to foreign influences. It is difficult to enter as an expatriate for a long period.

Regarding the design rules of a project the government is really strict with the legislation and keeps the GIP personally responsible for following these. The SniP, the rules and legislation which can be compared to the Dutch NEN-norm, are made around 1970; the rules have not changed with the developments over the years. Some other comments on the dimension:

- There is a large contrast between rich and poor; the contrast of Moscow and St. Petersburg with the suburbs.
- The institutions, financial system, the legal and fiscal framework need real improvement to attract foreign investment.
- Patriotism is much larger than in the Netherlands.
3.4 Internal environment

In the research the internal environment is RH Russia. The organization structure is an important aspect in the research; the structure planned in the current situation does not work as expected.

3.4.1 Organization structure

An organization is an abstract system which is defined by positions and at the same time a natural system which is developed by the interaction of the internal and external people. Van Aken states that every member of the organization has a clear expectation of the behaviour of other members and his/her own ability and possibilities inside the organization. The Russian and Dutch staff both has their own expectations of the project.

The definition of organization can be changed regarding to the definition given in section 3.5, with the knowledge of importance of the term position. This definition can be used towards the project team which forms the scope of the research: 'A group of people who collaborate inside a system of positions to achieve specific results'. Explanation of the different types of structure possible can be found in appendix 3.3. The Dutch organization can be compared to an adhocracy structure, the Russian to a machine bureaucracy structure.

Despite the fact that people leave or other join the organization, there are many durable characteristics; structural characteristics of the organization. The structure of the organization can be defined as: 'the pattern of the positions in an organization with the internal relations'. This is the strongest structural characteristics of the organization. Van Aken (2002) makes a distinction between the position and process structure of an organization:

![Figure 3.5 Structural characteristics of an organization (Van Aken, 2002)](image)

The position structure is defined as; 'the statically pattern of the positions of the organization with the internal relations'. The process structure can be seen as; 'the pattern of the material and managerial elementary processes and their relations'. Both parts are related to the direct visible behaviour; what the members do and say. This behaviour is steered by what they think and feel which is determined by nature but also by the structural characteristics of the organization. In other words the behaviour is related to the Russian culture and organization culture.
The structural characteristics of a task group are:
- Internalized goals of the group and norms;
- Task dividing; way of working, knowledge and skills;
- Dividing of the influences (responsibilities);
- Group cohesion; a balance between competition and cooperation.

Grit (2008) gives some important aspect towards a temporary collaboration of people with a different specialist background; importance of the project seen by senior management and workers, performance, uniqueness, interdependencies, resources and conflict. In literature many factors are given which influence a team; one of the aspects are cultural differences. If a project is successful dependents on many factors which mostly are interrelated to each other. Other important aspects given towards a task group:
- Frequently direct contact;
- Collaboration on collective tasks;
- A stable pattern of relations;
- The feeling of forming a social group.

Project Start-Up

At the start of each project a start-up session should be taken place. The Project Start-Up is important; will lead to good teamwork (Pries and Ravesloot, 2008). The theory of Lencioni is used by Pries and Ravesloot (2008) in which five factors of the connection of a team are described. A Project Start-Up has a positive influence on the collaboration, work atmosphere and manners.

3.4.2 Position structure

Every organization consists of a complex network of social groups. A good understanding of the different groups makes a better insight in the organization structure possible. The statement of Hofstede ‘understanding of society is needed to understand people’s behaviour’ can be related.

Position is an interesting term in this research; it is only about the role expectations which can be influenced by the task description, but in reality the role is formed in the mind of the person and their relatives. This is further influenced over time and the social construction of the organization and environment. A person has to be able to put himself in the role, and others have to recognize, know and accept this role.

Figure 3.6 Formal and informal organization structure (Van Aken, 2002)
In other word the formal organization does not always follow the informal organization; these stable, collective patterns of dealing and communication are not determined in formal instructions. The formal organization is only the actual behaviour of the members which was set in the formal descriptions. In the problem identification is experienced the formal structure set during the project does not work as expected.

3.4.3 Process structure

Important aspects towards the organization structure in the level of process structure are:

- Coordination;
- Control;
- Planning;
- Training.

Control

To be able to react to the changes in the environment, control is needed. The definition given by Van Aken (1978) is ‘the use of interventions by a manager to encourage preference behaviour of a controlled system’. An important aspect of control is review. The output will be matched by the manager to a norm. This comparison will reflect into the way of control. The norm and the output can change over time; by control these can be kept close. In figure 3.7 this interaction is shown.

![Figure 3.7 Control; a continue interaction between managerial and material domain (Van Aken, 2002)](image)

On information out of the realization, interventions are made out of the managerial domain. Van Aken (2002) mentions these interventions need to be secured by control during the process and not by waiting for the expected effect. Daft (2006) divides the interventions:

- External intervention: the processes have to consult and negotiate with external parties such as clients and the labour market.
- Internal operational process intervention: these are the interfaces between the different operational stages;
- Internal organization intervention: on these interfaces the necessary support for the operational process wherever is determined and provided.

(Project) Manager

The definition of management used by Van Aken (2002): ‘management is the science of letting others changing policy into result’. This definition only focuses on the result and not the way of reaching these. A good manager should be able to, without knowing the way of working, work towards the result.
The basic functions are: policy making, organizing, leading and managing. Important aspects of his work are; communicating and motivating. Organizing can be defined as mobilizing a group of people to accomplish results by a dividing of tasks and a collaboration pattern. This can be on organization and project organization level.

Mintzberg (1995) states that the work of a manager is characterized by: variety, fragmentation and short-term. Mintzberg (1995) distinguish ten roles of managers in the actual work:

- Three interpersonal roles; 'figurehead', leader and connector;
- Three information roles; keeper, spreader and mouth piece;
- Four decision-making roles; entrepreneur, deal with disturbance, sources divider and negotiator.

3.5 Other internal characteristics

3.5.1 Technological knowledge

The technological knowledge available in an organization is one of the structural aspects. The specific knowledge available inside the organization makes it possible to accomplish a project by itself or the need to obtain the technical knowledge by external actors. In Russia there is a well-educated workforce which is an important asset for long-term growth. It is also relatively low-cost. In the cultural dimension is seen the high score on Uncertainty Avoidance by Hofstede (2005) which is related to detailed working and precise).

3.5.2 Organization culture

The corporate culture or organization culture is the way in which attitudes are expressed within an organization; the pattern by which a group habitually mediates between value differences, such as rules and exceptions, technology and people, conflict and consensus (Trompenaars and Hampden-Turner, 2004). The employees will give meaning to their environment based on their own particular cultural programming. Employees have a shared perception of the organization, and what they believe has real consequences for the corporate culture that develops. It is expressed through more practical mechanisms; symbols, heroes, stories and rituals, to which people can adapt easier (Hofstede, 2005).

The organization culture of RH Russia is investigated by Wessels (2008). In appendix 3.5 and 3.6 the results and background theory are shown.

Daft (2006) explains that “the concept of corporate culture helps to understand the hidden, complex aspects of organizational life and structure”. Also he states that the organization culture defines how well an organization will adapt to the external environment and plays a major role in the informal structure and coordination of an organization. The organization culture relates to the way a project manager should control and manage a project; the work related values. No further research is done on the organization culture of RH, but a general idea of the appreciated Russian compared to the Dutch organization culture can be made by indications out of literature and practical analysis.
The following table of work related values can be indicated:

<table>
<thead>
<tr>
<th>Dutch work related values</th>
<th>Russian work related values</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Self-reliance</td>
<td>• Reliance on group</td>
</tr>
<tr>
<td>• Challenging jobs</td>
<td>• Routine work</td>
</tr>
<tr>
<td>• Awarding individual skills and social working environment as motivational factors</td>
<td>• Status and salary are motivational factors</td>
</tr>
<tr>
<td>• Flat structure</td>
<td>• Hierarchical structure</td>
</tr>
<tr>
<td>• Open</td>
<td>• Close</td>
</tr>
<tr>
<td>• Democratic leadership</td>
<td>• Emotional relations with colleagues</td>
</tr>
<tr>
<td>• Shared responsibility</td>
<td>• Top-down approach</td>
</tr>
<tr>
<td>• Focus on requirements of client</td>
<td>• Reject responsibility taking</td>
</tr>
<tr>
<td>• Long term; mart position</td>
<td>• Short term; social influences and self</td>
</tr>
<tr>
<td>• Professional orientated</td>
<td>• Focus on personal needs and wants</td>
</tr>
<tr>
<td>• External focus; innovation and result, individual responsibility</td>
<td>• Task orientated</td>
</tr>
<tr>
<td>• Informal communication style</td>
<td>• Internal focus; result and support</td>
</tr>
</tbody>
</table>

Table 3.1 Dutch versus Russian work related values after Hofstede (2005) and other literature indicated by researcher

3.5.3 Strategy

The strategy of an organization is the pattern of choices inside an organization related to the realization of goals; the road to take and the sources which will be used. Important criteria are the continuity of the organization and the positioning of the organization in its (external) environment. The strategy of RH should focus on the continuity and positioning of RH in Russia.

To be able to form a strategy an analysis needs to be made of the current internal and external situation. With this information a well focus can be determined on short and long term. A good strategy leads to the expected results, forms a base for the operational decisions over time and people. The strategy can be put into a strategic plan which consists of;

- External positioning of the organization;
- Internal positioning of the organization.

3.5.4 Combined

“Structure follows strategy” is written in the book of Chandler (1962). Mintzberg (1990): “Structure follows strategy, like the left leg follows the right leg”. Hofstede (2005) concluded that: “Structure has to follow culture”. The two aspects are connected, when you want to change one aspect you need to have insight in the other aspect. This theory combined to the research says that the strategy of RH, the internal control and the organization structure should follow the Russian culture. Indicated by these statements the organization structure can be positioned inside these.
3.6 International management

On the subjects setting up an organization in a foreign country; international management and intercultural communication many books are written. In this section important aspects are discussed of an (project) organization in a foreign country, after important aspects towards Russia will be given.

3.6.1 General aspects

Trompenaars (2004) states “Business across nations/ cultures needs to reflect on human relationship, time and nature”. There is no difference in the dilemmas faced in relationship with people, time and between people and the environment, but there is a difference in how people approach to these dilemmas. This is important to be aware while working in a project team with people of a different cultural background.

Vossestein (2006) mentions especially the preconceptions should be set aside when doing business /working with foreigners. Hofstede et all. write that stereotypes are a major barrier to communicate across cultures. Concerning Russia Crane (2000) states the preconceptions of many externals of Russia to suggest that, true of form, would be unformable, and that its leaders would be incapable of transforming the wreckage of communism into viable companies and market institutions’.

Intercultural flexibility is very important for the international manager; there are many general descriptions of how to deal with a specific culture, but people and their society change. The general descriptions are not applicable to all people and situations. Regarding the research it says that RH has to be flexible towards the Russians and Russia as an external environment. A general approach can be given, but also it relates to for example the distinction which is made by Vossestein of the different generation Russians.

Also to the way of working in a country is related to the external environment; the history, politics, legislation, economy and social-culture. The way of working can be understood easier while understanding the external environment; to understand the Russians first an organization should deal with Russia (Vossestein, 2006).
Applicable literature

Hofstede et al (2002) mentions important aspects of international management:

- Make your staff aware that they differ from many foreign staff in their social behaviour and assumptions;
- Help them to know their differences with people from other parts of the world;
- Teach them the skills needed to communicate effectively with these various foreigners;
- Motivate your staff to treat people from any country in a way that those people appreciate.

An example of an integration of a different design into another country is a Chinese hotel built in the Netherlands. Compared to the research the Chinese client is the non-Russian client operating in Russia. An important comment is the difference of not using a local project team, and the external environment of the Netherlands compared to Russia.

A Chinese hotel in Delft, Netherlands, is built by a total Chinese project team. A Chinese hotel initiated by a Chinese company which is totally focused on the current demand of mostly Chinese businessmen in contemporary Chinese style. A Chinese project team of around fifty staff came to the Netherlands to construct the hotel.

- There is made use of a total Chinese team cause of the knowledge and feeling with the requirements of the hotel (atmosphere, design, material and knowledge of effects possible);
- In collaboration with BAM, building of public utilities, the Chinese design is fitted to the Dutch legislation and possibilities;
- Differences were seen on side in the way of working; communication, number of external, fixing, no review moments and no radio. Differences in building are seen; materials, safety requirements, process and rules (Bouwen Nu. 2008).

Hoecklin (1994) describes a model of cultural learning between people. This is important to the collaboration between the Dutch expatriate and Russian staff. To make learning easier and faster in Russia Gadourek (2005) suggests: "buying knowledge, expertise and skills of external organizations and or managers". Also knowledge sharing inside the organization is important between expatriates who went came back; evaluation of the situation and reasons of coming back should be shared.

Figure 3.10 Model of cultural learning (Hoecklin, 1994)

Management style

The management style needs to be reflected to the culture. As written in subsection 3.5.2 the organization culture is not investigated, but an indication can be made out of literature. Elenkov (1998) states about the leadership style preferences between Russian and USA managers which can be used.
Organization change

Organization change means the destruction of the current group structure and the development of a new one (Van Aken, 2002). When the management team experiences no easy adjustment of the staff towards changes, this can be influenced by the national culture or the lack of skills. The first influence needs to be approached by management style, the other by education and training (Gadourek, 2005).

Robbins (2005) describes the influences of culture and organization culture. He states that mechanisms of the organization lead to consistence of the culture. The way the organization is in contact and collaborates with the staff is a core of the culture. The selection procedure, the awarding system, the education and training will take care of involving the right people in the organization culture. Three aspects are mentioned by Robbins which keeps a culture consistent. To make changes these aspects should be changed:

- Selection procedures;
- Top managers activities;
- Socialization methods.

3.6.2 An organization in Russia

Russia and the Netherlands do not share a common language of business and management, literately and metaphorically; the Russian language has not developed the necessary concepts and terminology (Crane, 2000). Therefore not overdo the management with terms of business management techniques and concepts (Global Marketing, 2008).

- It is important to check behaviour codes, instructions and other terms with a (independent) local person towards the interpretation and values of the Russian culture;
- Ask staff or relatives who are more used to work with Western colleagues about the appearance and language of your Dutch staff and management.

The following aspects are important of an organization and control of a project in Russia:

- A low level of English; not everybody is able to speak English. Main goals should be formed very short and clear (Habibis, 2006). Also arrange an interpreter; take a reliable interpreter instead of using one of the client or Russian side (Global Marketing, 2008).
- Another important aspect is taking time for the meetings and enough flexibility inside the agenda of the visit. Russians want to get to know each other better; more personal information which asks more time. This relates also to meetings; it will take time to let the Russian team adapt. The Dutch way of meeting is not of an international use.
- To accomplish initiatives and feedback of staff a forum can be a way; this asks patience and trust. Stimulate individual initiatives instead of complaining about the not appearance.
- If in the current situation has not much individual responsibility is present, apply collective responsibility; with awarding and corrections.
In Russia there is a different view on the pressed word and all official documents and instructions. These are seen as a formality which is officially required but in reality not used as important. This appearance is in contrast to the West where documents and instruction are seen as more important (Habibis, 2006).

Also the approach by email is less appreciated in contrast to face-to-face meetings. Russians do not see the importance of it. Gesteland (2002) writes frequently visits and phone calls are essential.

Of the personal characteristics of expatriates starting to work in Russia, Vossestein (2006) sees little indirect, patience and tact as important.

There is a need for equivalence, state by Crane (2000): “as distinct form equality in their relationships with Western business partners. At the heart of this desire a Russian conviction that Russians are no less intelligent, educated or competent than people elsewhere, but that the Russians have a lot of problems which make it difficult at the moment to harness all its talent”. But the approach should be with the awareness of the Russian mindset; the cultural dimensions. This can also reflect in the awarding; collective bonus system instead of individual.

It is advised to have a good network in Russia; it forms the basis of getting into business. This network should be on different layers; government, sectors and social.

Avoid the Western superiority; avoiding of attitude of knowing everything, more than them. Do not give too much unasked advice; you should give a positive appreciation of their local sources and business. This should be taken into account during the whole process.

Try to bind your local staff by a social attitude; personal care and attention and not only with salary.

A compromise is seen as a weakness; easy acceptance of the others right is seen as weak. Also they prefer emotions, but avoid hard (personal) critics in interaction with an individual.

The performance orientation is low in Russia (Project GLOBE in Robbins, 2005).

Russians do not like to be pushed and get personal critique; do not approach them too directly.

### 3.6.3 Preparation

At the start of the research the aspect of preparation was taken into account because in literature a well preparation of the different culture and way of working is state as important. The knowledge of cultural differences is important because this increase the understanding of other actors; the way actors behave, appreciate to be approached and their decision-making-process. This knowledge can avoid misunderstandings or un-overcome collaborate breaks, which was also mentioned by Head of AG RH A&B division.

A distinction can be made between the preparation of the organization and expatriate (the PM). A general preparation is to prepare and investigate the risks; the external environment should be taken into the risk inventories. Another important aspect is the insight in the external environment; local visits are very important. Regarding the specific preparation of an expatriate is less mentioned, the awareness of cultural differences is seen as more important.
3.7 Analyzing an organization

Van Aken (2002) gives a way to make an indication of the current situation on the bases of a framework which consists of the most important structural characteristics of the organization. The framework is based on the 7S-framework of Mc-Kinsey published in the book of Peters and Waterman (1982). Van Aken (2002) mentions that a description of an object, in this case an organization which is based on a social construction, is never complete. An explanation can be found in appendix 3.1. Also for analyzing an organization the configuration theory of Mintzberg, and an interpretation of Hofstede can be used, which can be found in appendix 3.4.

![Figure 3.11 7S-framework of Mc-Kinsey published in Peters and Waterman (1982)](image)

3.8 Conclusion

The different literature aspects lead to a focus on the research. Some admissions can be made:

An organization is influenced by its external environment; the economic, socio-cultural, and legal/political dimension are related to these. When doing business and/or working with the Russians, awareness is needed of the cultural dimension, the look upon the West and other external environment aspects. The culture of a country is related to the society which is influenced by the past, and develops. To understand people's behaviour understanding of their societies is needed.

Important aspects of Russia as external environment are: economy is based on uncertainty, the political history of Russia can be characterized by the communism which still remains in the current society, and the Russian legislation has not developed over time.

A good understanding of the different (social) groups makes a better insight in the organization structure possible. This relates to the more importance of the informal organization structure in Russia compared to the Netherlands.

The national culture influence the corporate culture and people's behaviour. People's behaviour in an organization is related to the Russian society and culture. Structure, official procedures, process design and interface control are captured in the organization structure. The organization structure is influenced foremost by the organization culture and the national culture of staff in an organization. The corporate culture is expressed through more practical mechanisms, to which people can adapt easier. Strategy, structure, control and culture should follow each other. This means to the research that RH should follow the Russian culture and his corporate culture with its strategy, structure and control.
The internal environment can be divided in structural characteristics: position and process structure. In the position structure the informal and formal positions are possible to be in conflict. External and internal interventions are needed to control the project and accomplish the result.

In literature a generalization of a culture and how to approach can be given, but the reality is much more complex. The indications for instance are not possible to ascribe to an individual. Working in an international organization asks specific silks of the members of the teams. Especially the PM, who has the control of the people of a different cultural background; the management style needs to be related to the environment; the culture and organization culture.

A culture can be changed, but only the outside layer; the explicit products and artefacts can be changed fast. To change the culture (in an organization) the mindset of the key figure needs to change. A way of cultural learning is binding the different cultures into one. Selection is seen as an important way of achieving change. A difference can be made between the generations of Russians, which is important towards the selection of the Russian staff. Other important aspects to make a cultural change possible are top managers' activities, socialization methods, the management style, education and training.

**Russian culture versus the Dutch culture**

The most important differences are the high score on Power Distance and Uncertainty Avoidance of the Russian culture compared to the lower score of the Dutch.

- There is more sensitivity concerning hierarchy and status by being;
- The high score on Uncertainty Avoidance lead to the importance of procedures;
- A secure and stable organization is needed to the short term approach of the Russian culture;
- The Russian culture is not as strict as the Dutch culture towards a schedule;
- The Russian culture has a low score on performance orientation;
- There is less responsibility taking; high individual responsibility taking and a top-down approach present in Russia while working. In the Dutch culture equity is present.
- The sensitivity of relationship and the diffuse dimension of the Russian culture lead to the importance of taking time and sensitivity to a person;
- The emotional expression is very hard to understand; the Russians can be seen as neutral in expression, but can be very emotional and expressive contrast.
- Concerning the work related values the Russian culture can be indicated as very different compared to the Dutch work related values.

In literature many factors and bottlenecks can be found possible to influence and/ or occur in a project team. When identifying the bottlenecks of the influence of cultural differences in a project (organization) (team) this should be taken into account.
4 Analysis

4.1 Introduction

In this chapter an indication of the current situation of Royal Haskoning's international multidisciplinary projects in Russia is given. After the exploration phase which resulted in the research problem, objective and scope (chapter 1), the aspects set in the focus should be further analyzed. The explorative phase can be found in appendix 2; a first Ishikawa diagram forms the basis of the research.

The experiences of the Dutch and Russian staff are worked out first; important differences and comparisons are discussed and a diagram of the indicated situation is given. The experiences are combined with literature to a more objective indication. After, the environmental analysis is explained; the most important challenges between the internal and external environment of RH Russia. Related to the first part of the analysis the position structure, the process structure and the preparation of an IMP in Russia is discussed. The chapter concludes with the diagnosis which forms the most important bottlenecks in the current situation. Regarding the most important bottlenecks, externals are approached; their most important experiences are added.

The information in this chapter was accessed through Royal Haskoning Bridge (Intranet), by conversations with A&B division management, interviews and feedback out of questionnaires of staff and externals, and some occasions since October 2008.

4.2 Causes indicated

The analysis of the current situation of RH's IMP in Russia has been done with a practical analysis. This section gives an indication of the experiences of Dutch expatriates and Russian staff in RH IMP in Russia. Explanation of the choices made during the analysis can be found in appendix 2 and 4.

4.2.1 Experiences

The differences and comparisons of the experiences of the current (project) organization between the Russian and Dutch staff are most interesting. All the other results can be found in appendix 4.

Important differences and comparisons

- Towards the organization structure the Russian staff mention a direct connection between the client and GIP, this in contrast to the Dutch staff that mention a direct connection between PM and client, and PM and GIP. Regarding the position structure there is total different view. The Dutch staff indicates influences on the positions by the client. The Russian staff describes the role of the manager as arranging the project; control, tasks, positions.

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- Both mention that experiences are important for understanding of positions. The Dutch staff mentions the importance of more meetings in relation to this problem; the Russian staff does not see the importance of these.
- Both mention the need of better contents and description of tasks and scope of a project. Also the requirements of the client and/ or understanding of the contract are unclear or not sufficient. Russian staff mentions the competence of the management/ leaders as important and should be evaluated.
- Both would like to have more information of the project at the start. The Dutch staff is interested in the Russian culture, the Russian staff does not mention the interest into the Dutch culture.
- Concerning the aspect project team are different opinions present. The Dutch staff is very negative about the current project team; competence of the staff and the control of the project. The Russian staff mentions also these aspects but does not experience these aspects as strong.
- All the Dutch expatriates approached, have earlier experiences with working with people of different cultural background. Some Russian staff approached, do not have such experiences.
- The differences experience between a Dutch/ Russian colleague on some aspects experienced are similar; social, communication, religion, performance and working methods. But large differences are seen on the aspect: collaboration, habits, political, feedback, commitment, motivation and awarding. The Dutch staff gives a higher score to these aspects.
- The task perception is one of the most important aspects given by both. The staff has the opinion of the Dutch as more process focused and the Russian more result focused.
- The Dutch staff also mentions the experience of working with a different way of working and colleagues of another culture background.
- Dutch staff is more negative of the influences of cultural differences; especially the ability to accomplish the requirements of the client is seen negative influenced.

The total opinion of the different aspects of the questionnaire is experienced more negative by the Dutch staff. It is possible that these results can be related to the way the final feedback of the Russian staff was obtained by the management of RH Russia. The Russian staff was pushed to fill in the questionnaire; it can be indicated the questionnaire were seen as a task in this way, which can influence the feedback given. A full description can be found in appendix 4.

### 4.2.2 Indication diagram

The results of the analysis are worked out in an Ishikawa diagram, in which an indication of the current situation is shown. All the different aspects lead to the main problem indicated; 'the requirements of the non-Russian client are not sufficiently accomplished'. The current project team does not work sufficiently as expected. The total diagram is shown in appendix 4. In this subsection the different aspects will be explained and combined with literature.
The diagram is divided in two parts: the external environment Russia, the internal environment RH Russia. These three aspects are divided as well;

- External environment Russia (figure 4.1)
  - Economy dimension;
  - Social-cultural dimension;
  - Legal-political dimension;

- RH Russia (figure 4.2)
  - Office;
  - ‘Ad-hoc’ approach of projects;

This dividing can be related to the literature in chapter 3. Regarding the practical research this means; the external environment of Russia towards the (project) organization RH Russia.

![Figure 4.1 Indication diagram external environment indicated by researcher](image)

**The external environment**

**The economic dimension**

The attitude of the Russian staff is seen by Dutch staff as; less of a commitment to the work and they are very sensitive concerning their salary. They have high demands concerning money. This can be related to the booming economy of the last ten years that influenced the attitude of the Russians. Also the high difference in the level of salary between levels, influences the commitment to the project.
The legal and political dimension

Less commitment of the Russian staff to the work is seen; their attitude is not focused on the (project) organization. This can be related to the research of Wessels (2008) in which the staff scores high on profession and less on organization in the corporate culture. This means staff is more focused on and indulged in his or her profession and not much impressed by the organization. Excelling in their own profession is much more important to staff than the organization they work for. Also as described above the booming economy of the last ten years influences the attitude of the Russians.

During the project, a hierarchical way of working is experienced of the Russian staff. This is seen in the approach and responsibility taking. There is no equity among colleagues and the engineers are used to listen to the GIP. In subsection 3.3.3, the political history of the communism regime is described, which is still reflected in the Russian society. Also in the Russian culture sensitivity concerning hierarchy is present. Trompenaars has shown the score of individual responsibility; Russia scores high on letting an individual being responsible for a decision. This can be an argument of the low initiative of the Russian staff.

The GIP is a leading figure in a Russian project; he or she is taken personally responsible towards the legislation. This can be a cause towards the indications given by Dutch staff of a GIP, experienced while working. The GIP is not open for other ways of working or designs. The Dutch staff depends on the GIP, because his signature is needed on every paper.

The way of working in Russia is very different compared to the Netherlands. Two important aspects are the design phase and the use of the Russian rules and legislation. First the way a project design is structured, is discussed. A project in the Netherlands mostly contains of a pre-design, a definitive design and work out phase. In between there are review moments in which the design is matched with the requirements set at the start of the project. Direct contact is made with the client. The Russian way of working does not contain of review moments during the design.

![Diagram](image)

Figure 4.2 Dutch versus Russian structure of Design phase indicated by researcher

An experience of Dutch staff is the mono-disciplinary way the Russian staff operates in a project. New requirements or changes are very hard to implement. Further in the Netherlands project based working is generally used which asks individual input to conceptual thinking in a project. The Russian way does not contain different concepts; the result is mostly state at the start of the design phase.
An important influence related to the way of working is the SniP. This is the Russian version of the NEN-norm, only used differently. In the Netherlands the NEN-norm is used as a tool to form a general bases for a project design. But in Russia the norm is used as a strict guideline in which differences are hard to implement. In chapter 3 the Russian State is described as protective to foreigners and their own market. The Kremlin still posses of power by the legislation which reflects on the way of working. But also the Russian engineers use the SniP as the best available way; it is the core of their education.

A difference can be indicated towards the way of working in the project team: working with a collective goal and dividing of personal tasks, and personal tasks and goals combined into a collective goal. This indicates the relation of the individual towards the group, and the other way around.

In the structured way of working the amounts of permissions and documents needed to accomplish a project are experienced. This can be related to the aspects mentioned before; the SniP and the GIP which are (still) influenced by political dimension.

Money seems to be less important in accomplishing the project by the Russian staff. The staff is focused on their task and planning set at the start; if a task can be done faster no need to finish earlier is experienced. A possible cause is the past; during the communism the State paid for almost all projects and money was no issue. As described at the aspects commitment, the Russian staff seems to be more focused on their profession then on the organization.

The social dimension; Russian culture
Russian staff seems to work with fear, afraid for the 'unknown'. This can be related to the high score of the Russian culture on Uncertainty Avoidance (subsection 3.3.2). Also the economic situation is very uncertain which reflects in the Russian society.

The Dutch expatriates experienced a different way in collaborating with the Russian staff. The following aspects are influencing the way of approaching and so the collaboration with the Russian staff:

- The Russian staff seems not like to take other responsibilities than their task. This aspect is explained already in the legal and political dimension; the hierarchical way of working. Also the high score on Uncertainty Avoidance and high score on the dimension of opting for individual responsibility of Trompenaars can influence this aspect.

- The Russian staff gives no explicit opinion or feedback towards equal colleagues or their boss. Hofstede mentions this aspect in the dimension of Power distance; the degree of inequality between people that is assumed to be a natural state of affairs. It can also be related to high score of a diffused culture, which indicates the sensitivity to avoid private/ personal confrontation; it is difficult not to take things personal.

- The Russian staff is seen as close towards the Dutch colleagues. This can be related to section 3.3.2 which describes the Russian culture as neutral in the expression of emotions. In the research of Wessels (2008) this aspects can be combined with the indications of the corporate culture.
• The Dutch staff mentions the aspect of status in connection with their position. The Russian staff seems very sensitive towards people in certain positions. The Russian culture is indicated as an ascribed status which is referred to being; age, gender, social connections, education and profession.

• Also seniority is connected to the positions and the acceptance of the positions by the Russian staff. A part of the Russian staff relates experiences and knowledge to the age of a colleague. This aspect can be related to the status of a person.

• A very important aspect mentioned by the Dutch staff is the sensitivity of hierarchy. In the whole project organization this aspect is experienced. Especially the aspect is reflected in the position structure, the acceptance of colleagues and the dividing of tasks.

• The last aspect which can be combined to the Russian culture is the importance of relationship. The Dutch staff noticed that it is very normal to talk about your personal life and the appreciation of drinking or eating together during and/or after work. This relates to the high score of a diffused culture which also influence the time needed to do business or working together. Further, Russia has a high score on collectivism.

The internal environment

RH office in Russia

The requirements of a non-Russian client are new in Russia and towards the Russian staff. They are unknown with the quality expectations and way of working asked by the client.

There is no coaching provided by the management of RH towards the staff. The staff mentions a need for coaching. In literature, coaching is one of the aspects necessary in the project management.

The importance and result of the project are unclear, mentioned by Dutch and Russian staff. Also the different tasks, positions and responsibilities are not totally clear. The importance of a clear goal and these aspects are necessary to accomplish a project.

By the Russian and Dutch staff difficult communication is experienced, because of a lack of English by most of the Russian staff. This influences the collaboration between the Dutch and Russian staff and the non-Russian client. A common language makes it easier to interact with each other.

There is no equity between the Russian and Dutch staff; Dutch staff is awarded differently compared to the Russian staff in the same positions. The Russian culture is described as an ascribed status; referred to being; age, gender, social connections, education and profession.

Also it is difficult to not take things personal. Crane (2006) mentions the need for equivalence which is explained in section 3.6.2.
The Russian staff possess less (technical) knowledge of the Dutch way of working and the quality expectations. The way of working is differently in most countries, to be able to collaborate between countries understanding of both ways is needed.

The Dutch expatriates do not understand why the Russian staff does not use the available information and designs towards a project. It seems they want to re-invent the wheel. Vossenstein (2006) states the Russians do not like foreigners entering Russia with the attitude and goal of working with their (behaviour) rules. Further the strict rules and legislation possibly have made them ‘scared’ to implement changes. The new design need to fit in these current rules and legislation.

Towards working in the project team the following comments are experienced;

- There is less interaction between the Russian and Dutch staff. They are working individual in small groups. This can be related to the personal responsibility towards their own task.
Less insight in each other's tasks and work is experienced and less collaboration between each other observed by the Dutch staff. The Dutch staff relates this to the amount of team meetings; the Russian staff does not see the need of these meetings. This can be related to the aspect of the individual approach to the work inside a group. (no structured way of working, coming together if necessary)

**RH ad-hoc project approach**

The *ad-hoc approach* of RH towards the Russian projects; a Dutch expatriate is involved in a project without much adapting time. The Russian staff obtains a negative feeling towards the Dutch expatriates getting involved in the project. Many expatriates do not stay longer than one year in Russia. The negative feeling can be connected to the sensitivity towards relationships; there is no time to adapt and get to know each other. Other aspects which relate to the acceptance of the expatriate are:

- A lack of seniority of the Dutch expatriates; this is in conflict with the ascribed status which is still important in the Russian culture. For example age and education are important indications towards status.
- The Russian staff has the feeling of doing something not right, strongly based on the attitude of the Dutch expatriates towards the project and staff. The idea of 'We come here and we know how to do it' is experienced. The Russian staff does not feel respected; the aspect of taking things personal is given in section 3.3.2. Gadourek (2005) mentions “the Western expect admiration towards their way of working.”

There is difficulty in communication mentioned because the Dutch expatriate is not able to speak the Russian language.

The Dutch expatriate is unknown of the Russian *way of working* and *legislation*. Like described towards the Russian staff to be able to collaborate between countries understanding of both ways is needed. The consequences indicated, are a long period of adapting to the Russian situation, and the Dutch expatriates are working above the real problem.

### 4.3 Environmental analysis

To analyze the current (project) organization the literature of Otter and Kastelein (2005) is used to set up and establish an environmental analysis. The research focuses mainly on the organization of the project team and the actors directly related to the project team. The analysis will lead to a better insight in the difficulties indicated out of the experiences of RH staff; it can resolve and increase change to a sufficient collaboration. First a power field analysis is done to indicate the actors who are involved in the project; their attitude towards the project, interest and quality of the mutual relations. The political context is important towards the research; it gives insight in the interests, power and personal relations. This analysis concludes with risk areas in the project team.
4.3.1 Power field analysis

Actor analysis

Only the most important actors towards the project are analyzed.

- State
The State has the ability to influence the project by the rules and legislation. The rules towards the design are made around 1970; the rules are not changed or adapted to the developments over the years. The State is very strict with the legislation and keeps the GIP personally responsible to following these. Further a lot of permissions are needed during the project. Also the education is still based on the old legislation and does not obtain of a high level. The State is very protective towards their labour market and protective against foreign influences.

- Non-Russian client
The non-Russian client has the same expectations of the project as earlier projects done in collaboration with RH. Most clients want to build a similar building in Russia, established in the past in a Western country. Close contact with the PM is asked. Their requirements should be implemented in the time, budget and quality set in the contract.

- Dutch expatriate
The Dutch expatriate is involved towards the project to solve the problem with his/ her experiences and mind set. The first interest is to get an idea of the problem and to get and keep the project on track. The expatriate is supported totally by RH.

- Russian leading engineer (GIP)
The Russian leading engineer is the person who should delegate the tasks towards the engineers. In the Russian system the GIP is personally responsible for the legislation and rules set by the State. It is strong rooted in its education and the sector to follow the current rules and legislation. The GIP has an important leading role and the engineers are used to listen to the GIP.

- Engineers
The engineers need to give the input towards the design. They are used to listen to the GIP. An important aspect seen is the engineers are led by money; their personal goal is to find many sources of money. The insecure economic situation and the unequal payment between the different positions influence this attitude.

Project map
In appendix 4.3 an explanation of the different roles, interests, attitudes, input to the project can be found. Also the indications made in the power map are explained.
These indications are implemented in a power field figure in which the relations to the PM (the distance indicates the intensiveness of the relation) and the quality (this is indicated by 1, 5 and 10) of the different actors are given. Figure 4.4 shows these relations.
Risk areas

- Relation of Dutch PM and GIP; the role of the GIP changed in the situation with a non-Russian client. The GIP is not placed in the centre; on the second level below the PM.
- Relation of local and Dutch engineers (expatriates); the way of working and interest are not similar. The engineers are used to listen to the GIP and not to Dutch expatriates.
- Relation of the rules and legislation and the GIP, and PM; the Dutch expatriate is unknown and not used to work with the Russian rules and legislation.

A communication plan, better task, responsibility and power description are possibilities given to improve the risk areas (Otter and Kastelein, 2005). An influence analysis will be added to indicate the impressionable risk areas.

4.3.2 Influence analysis

Influence map of most important actors out of the power field analysis.

Figure 4.4 Power field actors indicated by researcher

Figure 4.5 Impressionable relations indicated by researcher
In figure 4.5 the three risk areas are marked; the relation between the rules and legislation is very difficult to influence. A further explanation of the impressionable causes in the indicated situation is described in line of the indication diagram.

**Indication diagram**

In literature it is stated that some aspects of the (external) environment can be changed and some aspects can not, or are difficult to change. Looking towards the external environment the following extension can be made between aspects which can be, can not be influenced or towards an approach is needed:

- Economic dimension: the booming economy. This aspect can not be changed by RH Russia; a development involved with many variables.
- The Russian culture: the different values and appreciations towards working, collaborating and communication. As written in chapter 3 the values are difficult to change fast, this asks time, respect and mutual understanding. But the approach towards the GIP and engineers can influence the attitude; be aware of the differences present.
- The legal/politics of Russia: the permissions, signatures and personally taken responsibility towards the rules and legislation. Next is the reflection on the current society of the history; the communism before 1992. These aspects are not possible to change by RH on itself. This is a long process of (society) change.

Looking towards the internal environment the following extension can be made between aspects which can be, or can not be influenced or towards an approach is needed:

- Office: towards the attitude of Dutch expatriate and Russian staff an approach is needed. Towards the other aspects actions are possible to influence the effects.
- Ad-hoc approach.

The aspects which can be, can not be influenced or towards an approach is needed are shown in an extended indication diagram in appendix 4.3.

### 4.3.3 SWOT

A SWOT is a way to define the position of an organization inside the internal and external environment. The SWOT contains of strengths, weaknesses, opportunities and threats. The SWOT is made with a focus on IMP in Russia, with the information accessed of RH website, Intranet, the explorative interviews and conversations with the Head of AG MP. In appendix 4.3 background information of a SWOT can be found. Here the most important aspects will be described together with the challenges indicated.
The strengths of RH (Russia) are:
- The multidisciplinary expertise of the Russian staff and total organization. It is possible to make use of the knowledge and experiences of other divisions and local offices located around the world;
- The high development of PM expertise: RH is also investing heavily in the development of project management skills and the controls associated with projects;
- There is a good image and reputation of RH towards (international) clients;
- RH works with the focus on the client.

The weaknesses indicated are:
- The majority of the staff is not totally able to speak the English and/or Russian language;
- There is an ad-hoc approach to solve problems;
- The way of working in Russia is unknown.

Towards the external environment the following opportunities are indicated:
- Russia obtains a high education level;
- There is less expertise of project management in Russia;
- Russian companies ask for Western expertise and experiences.

Threats seen in the environment:
- The Dutch way of working is new in Russia;
- The Russian staff find it difficult to think out of the box;
- The legislation is dated and used in a strict way.
Confrontations in a SWOT are the challenges between the weaknesses and strengths and/or opportunities, and the threats and strengths and/or opportunities. Challenges for RH are:

- Accomplishing a permanent approach instead of the current ad-hoc approach;
- A stable (project) organization; structural;
- Mutual understanding of the different ways of working of both sides;
- The ability to add expertise and knowledge towards Russia, and learn from the Russian expertise.

4.4 Organization structure

More information of the (project) organization structure and diagrams can be found in appendix 1. In the research the focus is on the project organization used in RH IMP in Russia.

Positions

After analyzing the current situation the position structure mentioned by the Head AG MP at the start of the research can be identified differently, the different indication is shown in figure 4.7.

In the case of a project with a Russian client the structure can be identified as follows; the Russian leading engineer (GIP) is in contact with the client and engineers. But in reality the GIP also needs to follow the legislations and rules set by the State.

In the case of a non-Russian client, as written in the research problem (section 1.5), the requirements are not sufficiently accomplished by the project team. Therefore a Dutch PM is asked by RH A&B division or by the client to take care of the project management in the IMP. The Dutch PM is placed between the client and the Russian leading engineer (GIP); the client is in direct contact with the Dutch PM. The GIP continues the collaboration with the engineers, but is separated of the client. Also in this situation the rules and legislation of the State influences the collaboration enormously. A change in the indication of the structure is made when realizing that RH has the vision of ‘client’ first. The client is put as most important; on top in the diagram. But the legal issues, permissions asked by the State, which the Dutch PM should follow, make this vision difficult to accomplish.

Figure 4.7 The current structure of RH’s complex IMP in Russia with a non-Russian client versus a situation with a Russian client indicated by researcher
Some comments on the position structure:

- Next to the GIP also a GAP (leading architect) can be positioned;
- There are more supporting staff members involved in a project;
- Other contractors are involved;
- A situation with a Russian client involvement of an institute or engineering company involved at the position of the Dutch project manager is also possible.

Process

There is no clear vision on the different tasks and responsibilities between the Dutch PM and the GIP. The PM in the case of a project with a non-Russian client is done by expatriates which can be a reason why the communication is not going as expected. The way of working is different and both have different expectations and interpretations.

In the research the process control is not specifically investigated; every project is different and includes a different way of PM. It is important to get a view and awareness on the general aspects towards the process in IMP in Russia.

Strategy

The ambition of RH towards operating in Russia is the ability to offer similar quality, support, sources, knowledge and experiences to a client as in other countries in which RH operates. The client can expect the same in a project in Rotterdam, the Netherlands and Moscow, Russia; the ambition is to experience no differences. In literature the importance towards a strategy is given the relation between the culture, control and structure. Further the expected results should be clear. These expectations are not clear towards the Russian staff and not directly possible to implement in Russia as external environment. There is no specific plan how to position the strategy in the environment.

4.5 Experiences externals

Experiences of externals were shared out of interviews (face-to-face and by phone), questionnaires and contact by email. An overview of decisions towards the analysis and the input of externals can be found in appendix 5.

The most important input is related to the bottlenecks given in the indication diagram. The approach of the externals was mainly based on these aspects. These are not valuable to implicate in the diagram and diagnosis, but give an idea how to approach and deal with the bottlenecks indicated.

4.5.1 (project) organization; position structure

No common way concerning the design and approach of the position structure is given. The awareness of the sensitivity towards hierarchy, relationship and other aspects of the Russian culture are seen as important. A clear task and responsibility description towards the different positions is used. The GIP can be placed more next to the PM instead of below, but with dividing of the tasks and responsibilities.
English should be the main language inside the organization. This is seen as more important compared to expertise; expertise can be learned, skills are harder to develop.

The importance is given of communicating the organization is an international organization in which international and/or specific rules are used. Also this relates to the way of approaching and collaborating in a project.

Project team
Behave like you are equals; the Russians are very sensitive towards expressive appearance of products and money. Further the approach of the Russian staff should be with:

- With respect;
- Flexibility towards time;
- Interest in their culture;
- Not too direct.

Commitment & motivation
Towards the experience of the low commitment towards a project and organization of RH Russian staff the following comments were made: Individual benefit is needed in tasks and the project goal given by the organization. If the Russians see the individual benefit the motivation increases. Also money is experienced as very important to motivate and create commitment of Russians. Providing a stable and pleasant work atmosphere reacts to the uncertainty in society.

Awarding
The aspect of money is important in the Russian society; this is seen especially in Moscow. Two aspects are mentioned; using a bonus system and paying more than the average salary level. Mister A. Bos mentioned also the importance of a secure situation; payment of pension and insures.

A stable (project) organization
For the continuity of the organization a well dividing between the projects is needed; small and large projects. Not dependent on only one or two large projects, in this way the staff gets more experiences, insight in the different way of working and less uncertainty.

Preparation
In the conversations with externals, the preparation is seen as important but in reality not present; less time for preparing. Learning and experiencing the differences by the individual seem to be the best way. Conversations and knowledge sharing with colleagues with experiences in foreign countries are important, but will not gain the skills and capability to work abroad. Personal characteristics are more important to survive in a foreign country than a specific preparation. The preparation of an organization is seen as important; towards getting to know the sector, rules and legislation, a network, find the right people, the way of working, the key figures etc.

4.5.2 (project) organization; process structure
Concerning the different way of working several approaches and comments are given:

- Use respect towards a person and the society; you are a guest in Russia;
• Explain and convince; always try to convince and explain which aspects are important to implement or need to be changed, and why.
• Mutual understanding is needed.

To increase of the amount of non-Russian companies working in Russia will put more pressure on the current rules and legislation and the boundaries present. The opinions differ of the ability to make a change inside the current rules and legislation. Solutions given are:
• The development of ‘technical specifications’ is seen as a step towards the future;
• Knowing the right people is seen as important to be able to accomplish changes.

Selection
The Dutch expatriate should posses skills needed to work in international projects. Concerning Russia, some specific skills are given: persistence towards the bureaucracy, patience towards the Russian staff and changes which are needed, and social to deal with the sensitivity of relationship between Russian staff.

4.5.3 External
Towards the different requirements of a non-Russian client no specific aspects were given; the way of working is seen as most important difference. These aspects are given in section 4.5.2.

4.6 Diagnosis
The aspects identified are combined with indications from literature to indicate the current situation. The most important bottlenecks which can be indicated from the current situation are explained in this section. An important comment is the influence of many variables in the external and internal environment of the organization. The variables can be interrelated which is not further investigated. The indications made out of literature and the experiences of the staff form an objective indication of the current situation. The externals have added their knowledge and experiences towards the most important bottlenecks which can be used but is not valuable towards the analysis and diagnosis.

4.6.1 (project) Organization; position structure
Important aspects given towards structural characteristics of an (project) organization are the dividing of tasks, the position structure, responsibilities and the communication. The bottlenecks identified are:
• Of both sides misunderstanding is experienced towards the tasks, positions and responsibilities inside the organization.
• At the start of a project more information is needed towards the staff;
• The informal position of the GIP is very strong;
  - The engineers are used to listen to the GIP;
  - In the projects with a Russian client the GIP is the central figure;
The GIP is very protective towards new requirements/designs, changes in this mindset are necessary. The old Russian legislation and Russian society (family, education and organization) influence this mindset;
- The GIP is personally responsible for the rules and legislation.

In the current situation the Dutch PM is placed above the GIP which is in contrast to the informal position of the GIP.

- The Russian culture has an ascribed status which is obtained by the education, seniority and being. The Dutch PM is placed in the position without these aspects; the Dutch status is achieved by doing. These are in conflict and are a bottleneck in the acceptance of the Dutch expatriate.
- Another aspect is the sensitivity towards hierarchy which reflects in the position structure and responsibility taking. In Russia a top-down approach is still present in an organization and used in society. The Dutch way of equality inside an organization is in conflict with this. The direct way of task dividing in Russia result the Russian staff does not take own initiatives. No responsibility is taken towards other tasks. Further consensus is seen as weak in Russia which is in conflict with the Dutch way of discussing and setting up a meeting.
- Towards the communication the most important bottleneck is the language. A large part of the Russian staff is not able to communicate in English compared to the Dutch staff that is not able to talk Russian.
  - Further the cultural differences reflect in the communication between the Russian and Dutch staff. Most important differences indicated:
    - Direct way of communicating of the Dutch staff; the Russian staff is indirect in their communication. It is very difficult not to take something personal;
    - The importance of relationship; time is asked towards collaboration and trust;

Project team

The project management is related to the project organization; team aspects.

- No clear goal shared in a project towards the staff.
  - The Russian staff is very sensitive towards personal benefit while working in a project.
- The current management style of the Dutch expatriate is in conflict with the Russian style.
- Further a high sensitivity towards relationship is present by the Russian staff. The short period of presence of the Dutch expatriate does not give the possibility to create a relationship.
- The attitude and way of behaving of Dutch expatriates is in conflict with the sensitivity towards the ascribed status. No equity in awarding is present which is a bottleneck in the acceptance of the Dutch expatriate.
- It is important to have the right people on the right place.
- The difference in the dividing of work packages is seen in:
  - The Russians do not take own initiatives towards other task or the project. The dividing of work packages is to be done individually towards the project. This is in contrast towards the Dutch way in which more collective work packages are divided.
• There are difficulties experienced and indicated towards the Russian staff in:
  - Motivation;
  - Commitment;
  - Awarding;

• Understanding the Russian society is needed to understand the behaviour of the Russian staff. The ad-hoc way of working does not relate to this, less time is present to adapt.

4.6.2 (project) Organization; process structure

Important aspects given towards the process structure are: the way of working and the differences between the Dutch and Russian way.

• There is a different way of working between the Dutch and Russian side. Both sides are unknown with the different way of working. Most important differences indicated:
  - No review moments during the Russian design phase;
  - The Dutch way asks frequent meetings;
  - A mono-disciplinary way of working in Russia;
  - The signature of the GIP is needed for permissions and decisions towards the design. The GIP is taken personally responsible for the legislations set and controlled by the State.
  - The use of the SnIP; the Russian version of the Dutch NEN-norm. These rules are not used as directive but as the best way. The Russian government strictly follows the rules, also much permission are needed which makes different ways difficult to implement.
  - The current rules and legislation is not developed over the years; these influence the ability of implementing changes.

• The Russians are used to work with specific procedures and towards the result. The Dutch way is more focused on the process.

• The ad-hoc way of working results in less time to adapt to the differences present by the Dutch expatriate.

4.6.3 External

The non-Russian client is very important towards a (project) organization. The requirements and (quality) expectations are important aspects to which interventions are needed of the managerial domain.

• The requirements of a non-Russian client are new in Russia. The Russian staff is not used to work towards these requirements.
  - Further less understanding of the expectations set by the client by the Russian staff is present. The performance orientation of the Russians is low in contrast to the Dutch which is mostly innovation orientated. A difference in the definitions of result and client focus in a project is present.
• The non-Russian client is also not experienced with working in Russia. Russia as external environment is unknown by the non-Russian client. The requirements set by the client are in conflict with the capabilities used in Russia.
• The unawareness of both sides results in difficulties in the collaboration inside the project team.
• The current strategy of RH is implementing a Dutch way of working in the Russian environment; giving the same opportunities and collaboration as in other countries. This strategy should not be changed, but needs to be related to the control, structure and culture. In the current situation the relations are not sufficient.
5 Design specifications

5.1 Introduction

A model needs to be designed to reach the research objective; to approach towards the bottlenecks indicated in the collaboration of the current project organization of the IMP in Russia. This chapter contains the specifications of the design. First the research questions which can be answered after finishing the analysis and diagnosis will be given. The answers form the basis of further research. At last the specifications towards the model are worked out.

The analysis has taken a long period; receiving feedback of the Russian staff was difficult which made it hard to indicate objective bottlenecks in the diagnosis. In the process of the research (6 months) this resulted in a more general approach towards the design of the model, instead of a specific answer towards one specific bottleneck. There is no research done to distinguish the importance of effects and bottlenecks identified.

5.2 Research questions

1.1 What are important aspects towards the cultural differences between the Dutch and the Russian culture?

Culture is the collective programming of the mind distinguishes the members of one group or category from another. It reflects in the behaviour of people and how they interact with each other. The culture of a country is related to the society which is influenced by the past and develops. The communistic politics is still reflected in the Russian society.

Important aspects towards cultural differences can be described by the dimensions of Hofstede and Trompenaars. The most important cultural differences between the Dutch and Russian culture are on the dimension of Power Distance, Uncertainty Avoidance and Individualism; the sensitivity towards hierarchy, afraid of the un-known and responsibility taking. Further the Russians are sensitive towards relationship and status. Towards the work related values the Russian culture can be indicated as. Important aspects seen in Russia are; decision-making top-down, need of procedures, indirect communication, a schedule is less important and no consensus is present compared to the Dutch culture, see section 3.5.2.

1.2 What are important factors of a (project) organization of international projects?

An organization is an abstract system which is defined by positions and at the same time a natural system which develops by the interaction of the internal and external people. The internal environment can be divided into structural characteristics of the organization; the position and process structure.
An important aspect towards the position structure is awareness of the difference between the formal and informal structure; these can be in conflict. Further the control of the external; the non-Russian client, should be in relation to the control of the internal; the Russian staff. The strategy, structure and control of an organization should follow culture; the Russian environment.

1.3 What are important factors of the collaboration in a project team?
Important aspects towards a project are the importance seen by senior management and workers, performance, uniqueness, interdependencies, resources and conflict. Other important aspects given towards a task group: frequently make direct contact, collaboration on collective tasks, a stable pattern of relations and the feeling of forming a social group. Specific aspects to differences in cultural background in a project team are: the approach of the Russian staff, the management style, relates to the Russian cultural dimensions. Mutual understanding is needed of the different way of working and communicating.

1.4 What are the experiences of the staff of RH A&B division of the current situation of the IMP in Russia?
The most important difference between projects with a non-Russian client versus a Russian client is the position of the GIP; the role is changed of a central role to a lower position underneath the Dutch PM. The informal and formal structure asks more attention in Russia compared to the Netherlands. The informal position of the GIP is very important in the project which is undermined in the current formal position structure. Further the non-Russian client is not used to work in the Russian external environment and is mostly not aware of the differences present.
This question of the experiences of the staff towards the current IMP is very extensive to answer shortly; the indication diagram can be found in appendix 4. An explanation of the experiences of the staff are work out in section 4.2.
The most important differences between the opinions of Dutch and Russian stuff are seen towards the experiences towards the structure of the project team, understanding of the positions, the attitude towards the project team and . Further there is seen a differences between experiences with working with different cultures and/or international projects; more Russian staff has no experience.

1.5 What are the most important causes in the current situation?
The most important bottlenecks in the current situation are explained in section 4.6. These are divided into the (project) organization; position and process structure, the external intervention and team aspects.
The Russian culture and Russia as external environment are experienced during the collaboration with the Russian staff. The effects which ask a different approach are related to the Russian culture and society. The indications are possible to relate to the dimensions set by Hofstede and Trompenaars. Important is to be aware of the many variables influencing a project organization, the interrelations are not investigated.
2.1 What can RH learn from others to approach and deal towards the bottlenecks identified?
To find an approach towards the bottlenecks identified externals are approached to share their experiences towards IMP in Russia. Differences are seen between the approach of consultants and consultant engineering companies; a general approach versus specific approached towards the bottlenecks indicated. See section 4.5 and appendix 5 for the results.

2.2 What can RH learn from literature to approach and deal towards the bottlenecks identified?
In literature there are many aspects mentioned of how to do business in Russia and general approaches to the dimensions indicated by Hofstede and Trompenaars. These can be found in subsection 3.6.2.

Still an answer needs to be given to the question:

2.3 What kind of model can be developed to prepare and deal with the bottlenecks identified?

5.3 Requirements out of analysis
This section contains the specifications towards the design. Requirements can be set towards the design out of the diagnosis, literature and experiences of RH and externals. It will give an answer to:

- Which requirements can be given out of the analysis, diagnosis and by RH to prepare and deal with the bottlenecks identified?

5.3.1 Model
There are some general requirements towards the model: the steps needed to take and their results indicated. Further the advice should relate to the problem owner; RH as a consultant and the Dutch PM responsible towards the non-Russian client.

5.3.2 Analysis
Looking at the diagnosis the focus on the position structure is seen. Many variables are interrelated with the position structure; tasks, responsibilities and the communication. The model should include a change of the current position structure. Further important requirements can be set divided into general and specific aspects towards the design.

General
- A permanent approach instead of the current ad-hoc approach;
- A stable organization; structural and the project approach;
- An approach to selection procedure, management style and socialization methods and training;
- The mindset of the key figure needs to change to change the culture (in an organization);
- Other important aspects to make a cultural change possible are top managers’ activities, socialization methods, the management style, education and training.
Organization; position structure

- Acceptance of the Dutch PM (expatriate);
  - Approach to seniority;
  - From short term approach to long term approach;
- An approach towards the position and informal role of the GIP inside a project;
  - A difference in the mindset of the GIP is needed;
  - A change in the positions between the most important actors; Dutch PM and GIP;
- Clear tasks, positions and responsibilities descriptions are needed;
- A Project Start-Up session;
- The importance of procedures towards the Russian staff.

Project team aspects

- Approach towards the most important differences between the Dutch and Russian culture;
  - Training on communication on a more direct way;
    - Giving feedback;
    - Individual input;
    - Responsibility taking;
- A change in the management style;
  - Less direct;
  - Top-down approach;
  - Collective mind set.
- Solution towards commitment, motivation and awarding;
- Individual benefit towards the Russian staff.

Organization; process structure

- Finding one way of working;
  - Mutual understanding of the different ways of working of both sides is needed;
  - Improve the awareness of the GIP of the different way of working;
- Add expertise and knowledge towards Russia, and learning from the Russian expertise.
Both sides have to adapt to the other way of working. An example of cultural learning is the experience of artist Viktor Sonna.

Artist Viktor Sonna went to Mali, Africa to interact with the local artists. He did not bring any equipment and examples out of the Netherlands, but started with getting to know the local way of working and designs. After analyzing he implemented the Western techniques he has been learning and developing in France and the Netherlands. The techniques were implemented regarding the local conditions and possibilities. Also he focused on the benefit of the new way and possibilities for the local artists.

Comments he made on the easiness of working with the local people:
- He is born in Zimbabwe, this made in his eyes it possible to get involved in the local life and personal lives. (black skin and a feeling of sharing the same culture);
- Giving respect and interest made the people more open for his ideas. Further showing the benefit of the new way in relation to their products and techniques is seen important;
- He is able to talk French which is the official language of Mali, but he needed a translator to communicate with locals who only talk a local language;
- The fact he left Africa and grew up in Paris and the last years studied in the Netherlands, is seen as important. He knows the importance of mutual interest when entering a new country and society.

Important aspects out of this example towards the design specifications are:
- Mutual interest in culture and respect;
- Common language;
- Respect towards the local way of working to find a new common way; adding techniques towards the local situation.

External
- Involving the non-Russian client in the awareness of the differences present in Russia;
- Improve the awareness of the GIP of the different requirements and expectations;

5.3.3 Royal Haskoning
The requirements of Royal Haskoning towards a final design are given in several conversations with Heads of AG MP and EP. They are interested in a 'guideline' for a Dutch expatriate towards working in Russia and how to deal with the most important bottlenecks which are seen as:
- Awarding of Russian staff;
- Motivation of Russian staff;
- Result; what are the differences between Dutch and Russian idea towards result;
- Creativity towards the legal boundaries.
5.4 Practical model

At the start and during the research the importance of the awareness of the influences of cultural differences is state. What kind of practical model can fit towards the requirements and goal set at the start of the research? The product will be designed separately of this report; it is a result specifically focused on RH to improve the awareness of the indications and bottlenecks identified. The report will form the content of the product. The practical model is not validated but is an example designed for RH.

5.4.1 Specific model requirements

The content and goal are clear towards the product; the shape should fit to the requirements. An important aspect is the awareness of the differences present and how to approach to these. The Dutch expatriate should be able to individually improve the awareness of the cultural differences and bottlenecks present in Russia. The model should have the possibility to be used by more expatriates at the same moment to share their experiences.

The model can not be formed in a step-by-step plan; a tax form mentioned at the start of the research is not suitable. Cross-cultural collaboration can not be approached with starting at a, followed by six steps resulting in a sustainable satisfying collaboration. It is a process which asks time, depends on people and is influenced by the internal and external environment; many variables are involved which is seen in the indication diagram made in the analysis.

The shape of the practical example is in the form of a small booklet. A further explanation of choices of the shape and characteristics of the model can be found in appendix 6.
6 Design

6.1 Introduction

This section forms the design which covers the advice towards the most important bottlenecks identified in the IMP in Russia. The advice reflects on the design specifications set in chapter 5.

As described in chapter 4 the bottlenecks indicated after the analysis, are indications made from literature and experiences shared. The situation is influenced by many variables which makes one specific advice not possible. The design is focused on the different variables to increase the awareness of these and how to approach or deal.

This chapter forms an answer to the problem question and relates to the objective of the research. Improve the awareness and current way of approaching of Royal Haskoning A&B division Russia, in terms of (project) organization and collaboration inside the Project Team of the international multidisciplinary projects in Russia, so the requirements of the client can be better accomplished.

6.2 External environment

Most of the aspects of the external environment are difficult to change, but the attitude and approach towards the effects can be influenced. The effects can possibly be reduced. The attitude and approach needs to be implemented in the internal environment; the position structure and process structure; the way the organization is structured and the management of the projects.

Towards dealing with the legislation and political dimension RH should:

- Collaborate with other (non-Russian) companies towards the development of the creation of ‘Special technical conditions’. More knowledge is shared and more pressure can be given towards the current rules and legislation.
- Investigate how and who are the key factors in the process of changing and/ or adapting to the current legislation.

6.3 Internal environment

In this section the internal environment will be discussed; how should RH’s IMP in Russia be improved and how should RH approach towards the most important bottlenecks. The core of the model is the formal position structure of the project organization. The aspects reflecting towards the model specifications are explained after. The general goal is to form a long term approach towards the IMP of RH Russia; a stable structural project organization.
6.3.1 (project) Organization; position structure

The current project approach of RH Russia towards the IMP projects with a non-Russian client are reflected in the position and process structure of the project organization. The advice is seen as a way to organize the position structure as approach to the bottlenecks identified.

![Diagram of current position structure approach of RH's IMP in Russia indicated by researcher](image)

**Figure 6.1** Current position structure approach of RH's IMP in Russia indicated by researcher

**Comments:**
- Next to the GIP also a GAP can be present;
- There are more supporting staff members involved in the project who are positioned in the organization of RH (Russia);
- Other contractors can be involved.

![Diagram of improved position structure approach of RH's IMP in Russia indicated by researcher](image)

**Figure 6.2** Improved position structure approach of RH's IMP in Russia indicated by researcher

(Relation A) The difference made, is in the formal structure the PM and GIP are put on the same position; they should work together. Making a clear descriptions and well instructions of the different tasks and responsibilities is very important in all lines in the project team.

- Divide the responsibilities into project management and technical aspects between the PM and GIP.
  An important comment is the importance that the Dutch PM understands the contents and influences of the Russian rules and legislation (direct line between PM and legislation).
- Let the PM and GIP collaborate to find out the possibilities inside the Russian environment of the requirements of the non-Russian client. The PM is responsible for the project in the end.
- Be aware that you need the GIP; the signature and conviction of the GIP is needed towards the new requirements, way of working and designs (direct line between the rules and legislations and the GIP).
Design

(Relation B) Let the PM make direct contact with the client to form the contract and keep up with the requirements and demands. But the GIP should not be taken out; it is important to involve the GIP as part of the leading position.

- By taken the GIP to meetings with the client, understanding of both sides can be created. The client, who has less insight in Russia as external environment, gets the possibility to increase the awareness. Further the GIP creates mutual awareness and is approached with sensitivity of the informal position structure.

(Relation C) The GIP needs to be in direct line with the engineers; the engineers are used to listen to the GIP and the GIP obtains insight in the technical aspects. But the Dutch PM should also be in contact with the engineers.

- Let the PM make time to interact with the engineers; indirect relation to share knowledge and expertise;
- To understand the other way of working and thinking, this will be explained in the process structure.

A Dutch expatriate can be involved short term for technical knowledge input, but the Dutch PM should be involved for longer period in the local organization and project organization.

Communication

- Very important towards the communication is a Project Start-Up which contains:
  - A better task and responsibility description; make the different tasks and responsibilities between the PM and GIP, clear towards the GIP.
  - The GIP should not loose the responsibility of the leading position he/ she is used, in informal and formal way. The structure should be explained clear towards the project team.
  - An overview of the different goals and work values during the project be given; these aspects should be discussed. This will take time, because the Russian staff is not used to work and communicate in this way.
  - Towards the Russian staff it needs to be clear that RH is an international company in which specific ways of working and communicating are used. The staff needs to be willing to adapt to these. This approach needs to be with mutual understanding; towards the sensitivities of the Russian culture of being approached.

This Start-Up session lead to the ability to adapt to the cultural dimensions given in the analysis between the Dutch and Russian culture.

Other aspects

- In the solicitation procedure the international norms, values and way of communicating and working should be made clear already. For a long term orientation people with an open view upon the Western way of working and communication is needed.
- The involvement of higher management is very important to reach the changes.
- Coaching is important and need to be provided:
A plan to coach the different staff should be made; related to the Dutch PM and the Russian staff:
- A general coaching session for all staff; this will give the feeling of a group and equity in the treatment;
- A specific approach to the PM to support the control of the project team and approach of the Russian staff. Also support towards the Russian language is needed;
- Towards the Russian engineers coaching of the English language and the different way of working should be given.

- Awarding
Towards the IMP in Russia the awarding system should consists of:
- A bonus system; the Russian staff needs to be motivated with money which reflects in a bonus system;
- The level of salary should be above the general income to ensure a stable work condition;
- Equity in awarding between the Dutch and Russian staff.

Project team
Approaching of the Russian staff as responds to the dimensions of culture; related to the Dutch PM who should coach the Russian staff on the aspects:
- Responsibility taking;
The Russian staff needs to learn taking responsibility; take time to try and coach the Russian staff by let them understand the need of responsibility taking. Start slowly with giving small responsibilities beside their own tasks. Explain the different responsibilities in the project team, in this way everyone is aware of the different tasks and responsibilities.
Group responsibility can be a step towards individual responsibility taking.
- Seniority;
Let the important decisions in the project team and organization made by older staff members, or persons in an informal higher position. In the engineering work in which Dutch and Russian staff collaborate, this is not necessary, but an explanation why a person is able to take the decision is needed.
- Hierarchy;
Be aware of the sensitivity of the different positions and how to approach to these.

Further the Dutch PM should approach the staff with sensitivity to:
- Relationship;
Take time to get to know the Russian staff. Let them feel interest in their culture, country and person. During and after work time for social contacts should be made.
- Working with 'fear';
Obtain a stable project team which reflects in the atmosphere. Formal and informal activities should be done by the whole project team and organization.
- Status;
It is very important to show that you are equal towards the different team members, especially towards the GIP. Avoid personal inequity in awarding and appearing. Big cars and luxury product will give a negative attitude towards your colleagues.

Other important aspects towards the PM of an IMP in Russia to take into account:

- Management style should relate to the aspects given in the analysis;
  - Use a indirect way of communicating;
  - Be aware the decision-making and task dividing is a top-down approach.
- Group cohesion; the awareness of the aspect of cooperation is very important. Looking at the definitions of collaboration and cooperation differences in the description of result can be seen. The individual and general benefit of the project should be clear, to create cooperation between all team members.
- This reflects also in the dividing of the work packages; the individual benefit is needed towards a task. Divide the work packages out of an individual goal, towards the collective goal of the project.

- Commitment
The commitment of the staff can be increased by;
  - A good awarding system; see explanation at the aspect awarding;
  - A pleasant social atmosphere; the Russian culture is sensitive towards a work atmosphere, there needs to be time for personal relationships and feel as a group.
  - Informal meetings need to be planned with the Dutch an Russian staff to create one group;
  - Individual involvement and orientation needs to be encouraged; the definition of collaboration should be changed into cooperation. In this way the tasks and project will be seen as an individual benefit.

- Motivation
The motivation of the staff can be increased by;
  - The Russian staff needs to see the individual benefit of the project;
  - Next the PM is an important role figure to motivate the staff. Important is to use the important role figures, seen in Russia, inside the project team to motivate the staff. In the current situation the GIP is the leading figure of the engineers. The PM should collaborate with the GIP to increase the motivation of the engineers.
Further the motivation of the GIP should be influenced in collaboration with the high Russian management.
**Personal characteristics Dutch expatriate**

Important aspects towards the selection of the Dutch expatriate to fulfil all the actions given are:

- Flexible;
- Patience/ endurance;
- Persistent;
- Social;
- International experience;
- Improvisation;
- Ability to speak languages;
- Expertise.

**6.3.2 (project) Organization; process structure**

**Way of working**

Towards the process mutual learning of the different ways of working needs to be implemented; setting up one way of working.

Let the project team work on a project approach way like RH is used to do; the Russian engineers should get coaching to accomplish. Several ways are possible to let the Russian staff get in contact with the different way of working. Very important is the aspect of respect towards their way of working and knowledge.

- More involvement of the engineers and GIP on location, and with the client. This should be arrange by the PM. Give them more experiences outside their standard work:
  - Involving the GIP in meetings with the client;
  - Involving the engineers on location;
- The GIP needs to be invited into a project located in the Netherlands. Let he or she interact with Dutch people and most important with the Dutch way of working and requirements.
- Let the GIP get in contact with projects finished to become aware of the requirements asked;
- Collaboration pattern: Implement meetings in the process. In this way the Russian staff gets involved with the Western way of working. Important aspect is explaining the importance and reason of the meetings.

The PM should be involved directly in the project team. Let the PM work some months with the engineers. In this way the PM get to know the staff, the way of working, the rules and legislation and the language.

- This can be also an approach towards the sensitivity of seniority and the ascribed status; the Dutch expatriate can be young but the Russian staff needs to be explained and convinced why the expatriate has the ability to be on the position.

**Other aspects**

Important towards this aspect are the skills of the Russian staff. The selection procedure should focus on the skills and competences of a person, not only on the expertise.
Personal characteristics Russian staff

Towards the Russian staff the following skills are important:

- Open towards Western way of working and thinking;
- Ability of talking English;
- Flexible;
- International experience;
- “inelegant/new Russian”;
- Expertise.

6.3.3 External

A careful match and investigation of the requirement should be made before making and signing the contract.

- The possibilities of the external environment towards the requirements should be discussed between the Dutch PM and GIP. These possibilities need to be communicated by the PM towards the client.
- The non-Russian client is not aware of the Russian environment; informing and involving is important to increase the awareness of the client towards the Russian environment.

In this way the change of getting misconceptions of the client in a later phase can possibly be reduced.

Further more collaboration with external companies or institutes should be made; forming a network inside the Russian environment.

- Share knowledge and expertise; with the other RH divisions, other Dutch companies (consultant and engineering) and foreign companies. Also collaborate with Russian companies, like RH is already collaborating with, to expand the possibilities in the Russian external environment.
- Get to know the right people in Russia.
7 Conclusion and recommendations

7.1 Introduction
This chapter forms the most important conclusions of the research. Further the model and research will be evaluated. Finally a recommendation for the RH A&B division AG MP is given; implementations of the model and further research.

7.2 Conclusion
The objective of the research is to improve the awareness and current way of approaches of Royal Haskoning A&B division Russia. Conclusions towards the improvement of the current way of approaching:

- A long term approach towards the project organization is needed;
- The formal position structure should relate to the informal structure;
- One way of working should be created by mutual understanding and learning;
- The project management should be related to the cultural dimensions of the Russian culture;
- A Project Start-Up is needed;
- A good communication and description is needed of the different tasks, responsibilities and goals inside the project organization;
- The selection of staff should relate to the skills and competences needed;

The model is based on the most important bottlenecks identified in the literature and practical analysis. Further the model is based on requirements set by RH and model specifications. An improvement of the current organization structure is chosen as central point of the model. Cross-cultural collaboration is a complex process; the description of a culture is in reality much more complex. Further the organization is influenced by many other aspects (variables). These aspects should be taken into account when using the model and approaches the project and Russian staff. RH can not change the Russian society and external environment by itself.

If the approach will lead to an improvement of applying of the requirements of a non-Russian client by the project organization needs to be evaluated after implementing the changes advised.

7.3 Discussion
The effectiveness of the design towards the current situation is not investigated; the model is not implemented and used at the moment of finishing the research through evaluation of the implementation is not possible. But towards the requirements set in chapter 5 validation is possible. Further a short validation is done with Heads of AG A&B division.
7.3.1 Validation of model

The model is discussed with PM of RH to validate, the aspects seen as important are:

- The mutual trust between the Dutch PM and the GIP is needed to make collaboration possible. The given aspects in the advice, particular to increase the acceptance of the Dutch expatriate, are possible ways to reach the mutual trust.

- A procedure of final decision-making should be included in the procedures and description of tasks and responsibilities. The PM obtain the formal final decision in the project; informal this is not necessary to stress.

7.3.2 Evaluation of research

The approach of the Russian staff did not go as expected. Evaluating the approach of the staff by a questionnaire and review by phone is not seen as an ideal way. A personal visit to the staff in Russia would have positively influenced the feedback obtained. After the research the awareness of how most Russians respond to feedback, authority and see the importance of relationship in connection to collaboration was indicated. Also Russians need to see the individual benefit or goal of a task, if it is not delivered by a higher position. By sending the questionnaire immediately via the Head of the department, or explaining the goal and their benefit towards the questionnaire would possible result in more responds. Sending the questionnaire by email did not respond to the sensitivity of relationship.

Also the economic/ political situation on moment of approaching could have influenced the attitude of the Russian staff towards the questionnaire. The uncertain situation can led to ‘expected’ feedback.

Other important aspects learned about approaching externals, are the knowledge of holidays, the time needed to work out the feedback and the work pressure of people working abroad.

One of the objectives of the problem analysis is to indicate the differences of the experiences between the Dutch expatriates and the Russian staff. The delay, low level and value of the feedback and lack of a personal visit to Russia were an obstacle in the process which I have tried to undertake by the approach of externals. The externals added knowledge and possible answers to the indicated bottlenecks of the current IMP in Russia.

Limitations

- Cross-cultural collaboration is a complex process; the description of a culture is in reality much more complex.

- Further the organization is influenced by many other aspects (variables);

7.4 Recommendations

No implementation and evaluation of the model has been done, which results in a first recommendation: “Implement and evaluate the model and specifications”.

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7.4.1 Implementations of model

- The model can be improved by changing and adding experiences; with intervision meetings the input can be created.
- The client can be involved into this process; the awareness of the cultural differences in Russia is important towards achieving the strategy of RH.

7.4.2 Further research

- **Contract with client;** the requirements set at the start of the research are not sufficiently accomplished by the current project team. In the advice is written the PM should collaborate with the GIP to find out the possibilities inside the Russian legislation. Further research is needed to find out in which part of the process this action can take place. This action should take place before finishing the contract with the client in which the client expectations can be matched with the possibilities in the Russian environment.
- The model can be divided into process steps; which action is needed in which part of the process.
- **The interaction with the Russian legislation;** the legislation is difficult to change or approached to. In the research the current Russian rules and legislation are seen as an important bottleneck. The approach to these and the ability to change is a difficult process which should be further investigated.
- The organization culture of RH Russia; the characteristics of the organization culture related in the work values. The current organization culture of RH in Russia is investigated by Wessels (2008), but can not be compared to all indications made. State in this research RH should communicate clear which should be implemented in the management, towards the staff. The organization culture is important; the organization culture inside the RH Russia organization and of RH should be further investigated and matched with the Russian environment.
- **Clear instructions towards the staff are given as a general advice.** The way how to implement this advice towards the IMP in Russia should be further investigated.
- Research in Project Start-Ups; a Project Start-Up is seen as an important aspect of a project team. It is state as a solution to improve the current situation. RH should combine the available information of Project Start-Ups with the contents of the research to investigate an ideal Start-Up in the Russian environment.
- In conversations with RH staff and externals the importance of a Quality Management System (QMS) is given. There is a difference experienced between the definition of result between the Dutch and Russian way of working. In the current situation there is no system applied to Russia, a QMS towards the Russian environment is important to develop. Seen as important by applying a system is collaboration between other divisions and/ or AG of RH. Other research is done towards implementing the RH QMS into other external environments.
Conclusion and recommendations

The example of a practical model is the basis for further research. A more general practical model should be developed to increase the awareness of expatriates towards influences of cultural differences in IMP (in Russia). The practical model is possible to implement into a workshop. In this workshop interaction can be created between new expatriates and other expatriates towards working in Russia. In this way the current situation can be evaluated and at the same time experiences are shared.
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**Occasions**

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**Respondents**

*Internal*

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### Literature and references

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Abbreviations

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Definitions

Culture
The collective programming of the mind distinguishes the members of one group or category from another (Hofstede, 2005).

Collaboration
To work with someone in order to produce something (Macmillan, 2006).

Cooperation
A situation in which people or organizations work together to achieve a result that will benefit all of them: a working group will be established to promote cooperation (Macmillan, 2006).

International project
A project in which individuals collaborate cross-culturally; they mostly originate from different cultures and combine their knowledge and strengths.

Equity
A fair and reasonable way of behaving towards people, so that everyone is treated equally (Macmillan, 2006).

Equality
The state of being equal, especially in having the same rights, status, and opportunities (Macmillan, 2006).
I am looking back on a very interesting graduate project consisted of ups and downs.

The collaboration with Royal Haskoning has been very pleasant. During the last six months a nice collaboration was built up with the staff of the AG MP. Especially with the staff located in Rotterdam I feel connected; I have even personal contact outside the work environment with some colleagues. All the people I have contacted during my research were very willing to support me.

Also the externals were very enthusiastic to share their experiences. Approaching externals gave the opportunity to obtain insight in other companies and their visions, which has been very interested.

At the start of the research I made some hypotheses towards the research, done with the experiences I have got during my exchange period in Stockholm, Sweden. When looking back, the results of the research are similar on the aspects of approaching, but the influence of the legal/political dimension and of society is much stronger than I expected. The will and effort to adapt to another culture is not enough, you are dependent of the other variables in the external environment.

Finally the research gave me a view upon myself in several ways: doing research, working in an organization and communicating with different kind of people. I have experienced that I should be more convinced of my indications during the research and communicate these to the right people. Next the aspect of sharing expectations is important towards starting the research and setting requirements for the final design.

I have done the research with much interest and I am convinced the results will improve the awareness of the influences of cultural differences in international projects in Russia. As shown in the figure on the cover, the research adds knowledge and experiences as a human bridge towards cross-cultural understanding and learning.
Appendix 1 Royal Haskoning

To get a better insight on RH, A&B division AG MP and RH Russia this appendix gives a detailed description about their structure, strategy. First the structure is shown, followed by the strategy.

1.1 Royal Haskoning

RH collaborates with their clients to achieve sustainable solutions in an increasingly complex society. The expertise and experience of the professionals in a variety of disciplines considers all technical, logistical, legal, organizational, social, environmental and economic aspects of a project, in order to subsequently develop sustainable and practical solutions.

![Organization Chart](Image)

Figure 1.1 Organization chart RH (RH, 2008)

1.2 Architecture & Building division

The Architecture & Building division (The A&B division) advises on planning, designing and managing buildings of all types. The division is able to make use of RH's professions on most of the expertise necessary to bring any building contract to successful completion. The A&B division performs both engineering and drafting of structural and architectural design.
The A&B division collaborates with a wide range of clients; government, industrial, commercial and non-profit clients. The division’s objective is to solve its clients’ problems in an efficient and cost-effective manner with sustainable solutions. To this end, the division empowers its staff with a high level of autonomy and responsibility, not only to provide job satisfaction but in order to draw on a wide range of people’s experiences with a view to passing these on to its clients.

A&B has an expatriate program which gives the ability to expose staff to the working environment in other RH offices in order to learn about: different cultures, working methods, project approaches, and different quality needs. Other goals of this program are increasing the awareness of team spirit and being part of the world-wide RH family.

Long-term prospects for A&B division:
- good turnover growth and strengthening of market position
- pioneering and innovative designs
- focus on international activities, high-quality consultancy services and engineering

(Presentations A&B division)

1.2.1 Advisory Group Multidisciplinary Projects

The advisory group Multidisciplinary Projects (AG MP) brings all disciplines, varying from Architecture, Structural Engineering, Project Management to Building Services, Industrial Installations, Environment and landscaping architecture, together into the project organization. Services which are included in the projects are project management, full design services, detailing, architecture, redevelopment and renovation.
AG MP works with different clients; industrial real estate, healthcare, breweries, food & beverage, government. The AG possess a uniquely specialization in Breweries.
(Presentations A&B division)

1.3 Royal Haskoning Russia
Since 1996 RH offers multidisciplinary and integrated services in Russia, based on experience built globally. The first two offices were opened in Moscow (LLC Haskoning Consultants Architects and Engineers) and in Uzhno-Sakhalinsk (LLC Haskoning Sakhalin) in 2004. In 2007 a Branch office of LLC Haskoning Consultants Architects and Engineers in St. Petersburg was opened.

The broad range of disciplines is clustered into following divisions: Spatial Development, Infrastructure & Transport, Building Management & Consultancy, Building Services, Industrial Installations, Environment, Water, Coastal & Rivers and Maritime. RH international staff works in close cooperation with local partners and design institutes to ensure that all activities are in compliance with Russian design and construction norms (SnIP's) and standards (GOST's), which enables a smooth permitting approval by Governmental bodies.

The consulting services of RH focus on the broad field of the interaction between people and their environment as a whole. With their personal service in consultancy, RH contributes effectively to the successful planning, design, implementation, commissioning and operation of your projects and program.

RH Moscow provides comprehensive services in architectural and industrial engineering, project management, permitting, site management and supervision, feasibility studies and due diligences both technical and environmental, master-planning and HSE consultancy. RH St. Petersburg due to its location close to the main sea-ports of the North-West besides industrial projects involved in projects related to port facilities such as container terminals. RH Sakhalin operates in the Russian Far East, and is currently mainly involved in the Sakhalin oil & gas projects where it provides high-quality HSE management, EIA and other services.

RH is involved in energy saving projects in Russia and other projects in the fields of spatial development, infrastructure & transport, architecture & building, mechanical and electrical services, industrial systems, project management, water & water management, the environment and coastal & rivers. RH currently has about hundred staff working in Russia. (www.royalhaskoning.ru)
1.3.1 A&B division Russia

The A&B experts advise on planning, design, construction and management of buildings. All the expertise needed, including input from other experts, can be utilized during the design and execution pathway. The A&B team offers clients a comprehensive multidisciplinary package of services. Also the team carries out single discipline commissions in such fields as architecture and structural engineering.

The AG has around 25 professionals in Russia.

(www.royalhaskoning.ru)

The current view on project management (PM) at RH can be described as 'The uniform valuation principles result in the proper recognition of project risks. However, there can always be setbacks in projects. RH encourages a culture of openness in order to respond to them quickly and satisfactorily. RH is also investing heavily in the development of project management skills and the controls associated with projects. Projects are subjected to internal and external assessments in accordance with our quality system.
Appendix 2 Explorative phase

In this appendix the explorative phase is described; made by analyzing the explorative interviews. Out of the explorative phase the indicated problem and focus was obtained. First the way of approaching is explained. After the problem overview and focus are given.

2.1 Explorative approach

In the intervention cycle the practical problem at RH is the central point. The first step is analyzing the practical problem mentioned by the Head of AG MP A&B division, in an exploration phase which leads to a problem identification.

2.1.1 The problem mentioned

![Figure 2.1 Organization structure given by Head of AG MP A&B division](image)

After some conversations with Head of AG MP and AG Energy projects to explore the current preparation and problems at RH of cultural differences, a specific problem was mentioned. In the current IMP projects in Russia an organization structure is set up. The collaboration between the international (non-local) client, the Dutch PM and the GIP does not work as expected. In the structure, given in figure 2.1, the Dutch PM is placed between the client and the GIP. The structure is meant to let the Dutch PM be in contact with the client. The GIP is in contact with the Dutch PM and the engineers. But in reality the Dutch PM makes contact directly with the engineers and the GIP contacts the client directly.

The question is why the organization structure does not work as planned. Why are the contact moments outside the lines present? Which cultural differences influence the difficult collaboration? Which causes can be explored? The problem mentioned should first be analyzed to indicate the problem and possible causes. The explorative analysis is done by interviews at the A&B division.
2.1.2 Interviews

The problem exploration is done by interviewing four Dutch expatriates of RH A&B division AG MP, all with experiences in IMP in Russia. The interviews were done to indicate the problem based on the given problems set by Head of AG MP A&B division Russia. Also the interview focused on the experiences and view on the given research interest 'influences of cultural differences'. The four expatriates were selected in collaboration with the knowledge and experiences of the Heads AG MP. Staff was suggested who possess knowledge and experiences needed. The expatriates were active in different projects and locations in Russia. Further they all have different positions and background in the organization.

<table>
<thead>
<tr>
<th>Name</th>
<th>Current function</th>
<th>Current location</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vissers, S.</td>
<td>Project Coordinator</td>
<td>Ulyanoshk, Moscow</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Boer, F. den</td>
<td>Management Trainee</td>
<td>St. Petersburg</td>
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<tr>
<td>Wit, G. de</td>
<td>Cost manager</td>
<td>St. Petersburg</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Crombach, L.H.M.</td>
<td>Head AG MP Moscow</td>
<td>Novosibirsk</td>
<td>Russian Federation</td>
</tr>
</tbody>
</table>

Table 2.1 Dutch staff interviewed in explorative phase

A characteristic of a case study is an integrated view of the situation. This reflects in the structure of the interviews; a semi-structured interview. It is an open way which means open questions, which are steered on different topics. These topics are given at the start of the interview. The interview was based on a topic list made out of a literature study of cultural differences and the conversations with the Head of AG MP and Head of AG EP A&B division.

During the explorative research the scope towards IMP in Russia was not decided yet. The general interest was still making an analysis of all IMP of A&B division.

2.1.3 Questions explorative interviews

Introduction
What are important influences of cultural differences in international projects? And how do you see the current situation of international projects in Russia.

Personal
• Function and function description
• Current project
• Experiences in Russia

International projects / International projects in Russia
• International projects in general
  - Way of working
  - Collaboration
  - Decision-making
  - Communication
  - Negotiation
• Control aspects: costs/ time/ achievement
• Differences in management style
• Influences of cultural differences
2.2 Problem identification

The problem identification is done by analyzing the results of the interviews. Overall a similar indication was given of the current situation. By combining the different aspects in a problem overview a focus could be formed.

2.2.1 Indicated research problem

At RH A&B division AG MP difficulties are mentioned in the project management of IMP in Russia. An organization structure is used during the project but this structure does not work as planned/expected. See figure 2.1 of current project structure.

The interviews gave all a similar indication of the main problem; 'the project results and requirements set by a non-Russian client are not sufficiently accomplished by the current project organization and project team of RH Russia'. A further explanation of the problem indicated can be found in section 1.5 of the report.

Problem overview

An Ishikawa diagram will be used to arrive at a few key aspects that contribute most significantly to the problem being examined. These aspects are then targeted for improvement. The diagram also illustrates the relationships among the wide variety of possible contributors to the effect.

Ishikawa diagram

The, *Ishikawa diagram*, is a diagram that shows the causes of a certain event. Most cause-and-effect diagrams have a box at the right hand side, where the effect to be examined is written. The main body of the diagram is a horizontal line from which stems the general causes, represented as "bones". Off each of the large bones there may be smaller bones highlighting more specific aspects of a certain cause, and sometimes there may be a third level of bones or more. The diagram has the objective of indicate the causes to a problem, without taking immediately action and/or decisions. Priority taking is possible in this (Ishikawa, 1990).
Appendix 2

Figure 2.2 Ishikawa diagram explorative research of mentioned problem indicated by researcher

2.2.2 Focus

The problem identification is discussed with the Head of AG MP. The problem indicated was set in a diagram. By discussing the main topics and aspects identified, the most important aspects were determined. Also these could be combined with literature. The main problem was clear but the causes and interrelated connection not. More insight was needed to be able to connect the different aspects. Also the problem mentioned should be integrated in the total diagram. Another factor is the scientific argumentation of four respondents which is not sufficient to make a reliable practical analysis. In this phase of the research, the Russian staff was not approached yet; their opinions are very useful towards the analysis.

Next step is analyzing the current situation by the problem indicated. The research was set up in the form of a research frame, which can be found in chapter 1 and 2. The graduation project has to be applied in a limited time of 6 months; a focus is needed. Some decisions made at the start:

- The focus of the research will be on international multidisciplinary projects in Russia;
- Specific literature will be the basis of the further analysis; the staff will be approached to determine the problem identification. The literature aspects are determined by the problem overview out of the exploration phase;

The aspects were translated in three different topics explained in the scope; (project) organization structure, project team and preparation of a project.

Scope

- Extensive international multidisciplinary projects in Russia with a non-Russian client; in this case a Dutch expatriate is involved in the project;
- High sensibility of hierarchy → organization structure
- Different way of working/ Ability to creativity → project team
- Commitment to the project → project team
- No specific preparation in general/ expatriate → preparation
Figure 2.3 Ishikawa diagram explorative research current situation indicated by researcher
Appendix 3 Literature

In this appendix more insight is given to literature aspects given in chapter 3. The following aspects are given:

- The ideal type of an organization and analyzing an organization given by van Aken;
- Culture dimension of Trompenaars indicated by Hoecklin;
- The Elements of Organizational Structure by Mintzberg and organization structure types of Leeuw;
- The configuration theory by Mintzberg and applied by Hofstede;
- The organization culture; the definition and dimensions of the organization culture used to determine the organization culture of RH Russia done by Wessels (2008);
- Project Team, five frustration given by Lencioni (2004);
- Identity Russia;

3.1 Organization

Canonical organization as ideal type
Van Aken (2002) describes an ideal type of an organization; canonical organization, which will never be exactly similar as a realistic organization.

The first aspect which van Aken (2002) mentions of an ideal organization is bureaucratese. The ideal situation reacts on the government organizations of the first part of the 19th century which were not ideal; corruption, incompetent, discretion of directors.

Next the control of the manager is an aspect in the design of the structure; how wide is the span of control in the organization. This depends on the situation; the kind of work, environment, the specific manager and the geographical spread of the controlled persons.

At last Van Aken (2002) gives the aspect control which can be divided into hierarchy and stratification. The formal position and tasks of the different levels/ departments are well structured. The main characteristics of canonical organization are control and efficiency. Further the characteristics are:

<table>
<thead>
<tr>
<th>Main aspect</th>
<th>Unity of leading and a continuous command chain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Side activities</td>
<td>Formalization, standardization and specialization</td>
</tr>
</tbody>
</table>
| Organization principles | 1. Clear task description  
2. Agreement between tasks, competences and responsibilities  
3. Clear delegation of power  
4. Use of the descriptions of the 'ideal' road  
5. Meet the information duty  
6. Supervise  
7. Replacement |

Table 3.1 The characteristics of the canonical organization (van Aken, 2002)
Analyzing an organization

1. Strategy; the internalized strategy
2. Structure;
   - Internal; formal and informal position structure
   - External; relations with actors with the environmental power structure
3. Systems;
   - Material process structure
   - Managerial process structure
4. Technology (skills); all knowledge and skills needed towards the primary process
5. Personal system (staff); systems of selection, criticize and awarding of the staff
6. Style; style of leading and organizing
7. Organization culture (shared values)

Table 3.2 Extended 7S frame work of Van Aken (2002)

3.2 Cultural dimensions

![Diagram of cultural dimensions]

Figure 3.1 Culture dimensions Trompenaars (Hoecklin, 1994)
3.3 Organization Structure

Mintzberg (1999) synthesized organizational design literature into five ideal organizational forms or configurations that do not exist in the real world, but provide a framework to understand and design organizational structures. The elements of organizational structuring, which show a curious tendency to appear in fives, include:

- Five basic parts of the organization: operating core, strategic apex, middle line, techno-structure, and support staff;
- Five basic mechanisms of coordination: mutual adjustment, direct supervision, and the standardization of work processes, outputs, and skills;
- The design parameters: job specialization, behaviour formalization, training and indoctrination, unit grouping, unit size, action planning and performance control systems, liaison devices (such as integrating managers, teams, task forces, and matrix structure), vertical and horizontal decentralization;
- Contingency factors: age, size, technical system, environment, and power. They shape the organization structure.

Hierarchical organization

- Top-down responsibility;
- Slow communication and decision-making;
- Presence of a lot of expertise;
- Less flexibility and orders;

Matrix organization

- Combination of functional and product departments;
- Temporary project teams (combined out of different departments);
- Staff is applied on quality;
- Staff is operating below more leaders and accomplishing several tasks.

(Leeuw, 2006 out of Wit, 2006)

3.4 Configuration theory

3.4.1 Configuration theory of Mintzberg

Mintzberg states that an effective organization needs a sort of configuration while searching for harmony in its internal processes and external environment. Each of the five configurations relies on one of the five coordinating mechanisms. A configuration represents a force that leads organizations in different structural directions. For example, operators want to professionalize in their drive to control their work. Therefore, they favour a professional bureaucracy based on the standardization of skills. The configurations can be described by:
Appendix 3

### Configuration

<table>
<thead>
<tr>
<th>Configuration</th>
<th>Dominant part of organization</th>
<th>Dominant coordination mechanism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneur organization</td>
<td>Strategic top</td>
<td>Direct supervision</td>
</tr>
<tr>
<td>Machine organization</td>
<td>Techno structure</td>
<td>Standardization of work</td>
</tr>
<tr>
<td>Professional organization</td>
<td>Operation core</td>
<td>Standardization of skills</td>
</tr>
<tr>
<td>Diversified organization</td>
<td>Middle core</td>
<td>Standardization of output</td>
</tr>
<tr>
<td>Adhocracy organization</td>
<td>Supporting staff</td>
<td>Mutual tuning</td>
</tr>
</tbody>
</table>

Table 3.3 Six configurations of Mintzberg (1999)

#### 3.4.2 Configuration theory of Hofstede

Hofstede (2005) statistically proved that Power Distance and Uncertainty Avoidance are the cultural dimensions that have the most influence on organization structure. He projected Mintzberg’s five configurations in the Uncertainty Avoidance (UAI) x Power Distance (PDI) matrix:

![Organizational configurations, related to Power Distance and Uncertainty Avoidance (Hofstede, 2005)](image)

Figure 3.2 Organizational configurations, related to Power Distance and Uncertainty Avoidance (Hofstede, 2005)

#### 3.5 Organization culture

In the literature of Hofstede (2005) a competitive advantage of the different cultural dimensions is given:

<table>
<thead>
<tr>
<th>Power distance – small</th>
<th>Accepting responsibility</th>
<th>Power distance – high</th>
<th>Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collectivistic</td>
<td>Bond with a group</td>
<td>Individualistic</td>
<td>Mobility of staff and management</td>
</tr>
<tr>
<td>Feminine</td>
<td>Personal service</td>
<td>Masculine</td>
<td>Efficiency and mass production</td>
</tr>
<tr>
<td>Uncertainty avoidance - weak</td>
<td>Fundamental innovations</td>
<td>Uncertainty avoidance - strong</td>
<td>Detailed and precise</td>
</tr>
<tr>
<td>Short term orientation</td>
<td>Easy adjustment</td>
<td>Long term orientation</td>
<td>Development of new markets</td>
</tr>
</tbody>
</table>

Table 3.4 Competitive advantages of different cultural dimensions (Hofstede (2005))
The corporate culture or organization culture is the way in which attitudes are expressed within an organization (Trompenaars, 1993). The employees will give meaning to their environment based on their own particular cultural programming. Employees have a shared perception of the organization, and what they believe has real consequences for the corporate culture that develops.

Saunders and Neuijen (1992) performed a detailed research that statistically examined and determined dimensions for corporate culture, following Hofstede's dimensions for national culture. They discovered the dimensions termed 'organizational practices' had a good capacity to differentiate among organizations, while 'values' did not. Six dimensions were discovered that can be perceived as characteristic for the functioning of organizations. Scores on the dimensions are also related to a number of other 'hard' characteristics of organizations, which lead to conclusions about how organization cultures can be and cannot be managed. These six are:

- **Process orientated vs. Result orientated**
  
  Process orientated means formalized and risk-avers. In result orientated organizations, colleagues feel comfortable in high risk unknown circumstances. Challenges are more than welcome.

- **People orientated vs. Task orientated**
  
  People orientated organizations first take care of the emotional state of their employees. Group work is normal and committees are used in decision making. Task orientated companies stress completion of the task at hand and are governed by deadlines. Individuals take decisions.

- **Organization bound vs. Profession bound**
  
  The identity of the employee of an organization bound company is determined by his or her membership of that organization. They think the job situation is equal to their home life situation and colleagues are preferred to be from a certain class or region. Employees have a short term vision.

  In profession bound companies the employees profession determines his or hers identity. Job and home life are perceived as separated and a long term vision is implied.

- **Open vs. Closed**
  
  An open organization welcomes new colleagues and few secrets exist. Closed organizations are hard to penetrate and only certain types of people fit in.

- **Tight vs. Loose control**
  
  Tight organizations have strict behavioural patterns and are characterized by discipline and control. Costs and appointments are very well adhered to. In loose organizations costs are not important. Employees joke about the company and what they do.

- **Pragmatic vs. Normative**
  
  Pragmatic organizations put clients' needs first. Results are more important than following procedures.
3.6 Results organization culture RH Russia

**Part 1: Corporate Culture**
Haskoning Russia is a fairly result and task orientated organization, which means the staff is comfortable in high-risk challenging situations but is very focused on deadlines and procedures. It is also a tight organization which means it is focused on costs and takes itself and its structure very seriously.

The last important observation from figure 1 is that HI is profession bound. This means staff is more focused on and indulged in his or her profession ad not so much impressed by the organization. Excelling in their own profession is much more important to staff than the organization they work for.

Furthermore it is a very normative organization. In normative organizations employees follow strict procedures and high ethical standards. Procedures, deadlines and strict behaviour is important. Risk and challenges are taken head-on. Operations are executed in a formal and strict manner.

A big difference exists in the openness. St. Petersburg is much more open. So the average presented above is not a realistic representation of the individual Moscow and St. Petersburg offices.

**Part 2: National Culture**

**Individualistic vs. Collectivistic**
Haskoning Russia has a collectivistic orientated culture. What stands out is the high score on training. Free time is regarded as important. So is using their talent. Staff wants to develop in a challenging environment.

St. Petersburg values personal free time much more than Moscow. Why this is, is not known.

**Masculinity vs. Femininity**
Hofstede defined challenge as a very masculine trade as well as an individualistic work value. The score on the challenge work value is taken into account in this conclusion. The office doesn’t have a clear masculine or feminine (hard or soft) culture. What stands out is the very high score on income. Staff wants to make a lot of made and have a sense of security. Cooperation is wanted to.

In St. Petersburg income is more important than in Moscow. In turn cooperation is more important in Moscow.

**Long Term vs. Short Term**
Finishing tasks, savings, reputation and balance is very important. These are both long and short term work values. Doing their work is important but not at all cost. The culture leans to a more long term orientation.

There are however strong differences between the Moscow and St. Petersburg offices. For instance the importance of reputation and savings is turn around. Moscow is a bit more short term orientated.

**Power Distance**
There is an average length power distance. (in the Netherlands often would probably indicate most). The preferred leadership style is democratic, which means much debate, and rational, which means fair and logical.

At St. Petersburg the power distance is felt less strong.
Uncertainty Avoidance

High stress levels, according to Hofstede [2005], indicate a high level of uncertainty avoidance. Disagreement on the second statement indicates a need for strict rules and procedures and thus high uncertainty avoidance. The answers on the third question indicate little. Overall the conclusion is that uncertainty avoidance is fairly high. St. Petersburg experiences more stress but less difficulties with breaking rules.

Part 3: Preferred Working Methods

The emphasis is on formalized and centralized operations with individual accountability. Vertical coordination is preferred. The main conclusion regarding the QMS is that this system is not fully understood by staff. No accurate or representable results can be presented here on the opinion of staff on this subject. No experience exists within the employee base with this subject. No QMS is implemented at Haskoning Russia. This preferred working style differs strongly from the Netherlands; it is almost completely the opposite.

Part 4: Motivation and Development

Communication and coordination is perceived as the strongest point on average. Conceptual skills are the weakest according to the staff. The technical aspect is perceived as most important by far, whilst for RH this not the case. Focusing on the importance of other aspects can be very fruitful. Providing challenge and interesting projects can be very useful motivational methods in developing staff and putting staff to work.

Challenge and interest in the subject are the main stimuli to work. Progress in one's career is a good third. In Moscow staff is more focused on and better at the analytical side but less with anticipating client needs. When interest and challenge are added up no real differences exist between Moscow and St. Petersburg. The later is more focused on their interest in the subject; the former is more focused on challenge in the job.

3.7 Project team

Lencioni (2002) writes in his book about the core of the collaboration in a team. During the collaboration frustrations occur in a team. He explains five frustrations occur/present in a project team which influence the success of the collaboration:

- Lack of trust;
- Fair of conflict/confrontation;
- Lack of commitment;
- Shirk one's responsibility;
- Not result focused.
3.8 Russia

Information obtained by the website of the EVD (2009).

**Politics**

<table>
<thead>
<tr>
<th>Country</th>
<th>Russia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political system</td>
<td>Federation</td>
</tr>
<tr>
<td>President</td>
<td>President Dmitri Medvedev</td>
</tr>
</tbody>
</table>

**Geography**

| Surface | 17.075.200 km² (410 x Netherlands) |
| Capital  | Moscow |
| Time difference with NL | +1 till +11 hour |

**Population**

| Population number | 140,7 million (estimation July 2008) |
| Population grow   | -0,47 percent (2008) |
| Language          | Russian, and many minority languages |
| Religion          | 80 percent Russian-orthodox, 10-15 percent Muslim |

Russia is the largest country in the world, and is fifth on population number. The majority lives in the West part of Russia. Around 73 percent lives in a city, but this differs from regions; in Central-Russia lives 83 percent in a city, in the North-Caucasus 57 percent.

**Economical indicators**

| GDP                  | 859,3 milliard Euro (2007) |
| GDP per head of the population | 8.763 Euro (March 2007) |
| Real grow GDP        | 8,1 percent (2007) |
| Increase consumer prices | 9,0 percent (2007) |
| Monetary unit        | 1 Rouble (Rbs) = 100 kopeken, exchange rate: 1 Euro = 36,5 Rouble (March 2008) |

**Pension**

The pension will be increased in 2009 from 1.950 Rouble (around 55 US dollar) per month in March, to 2.460 Rouble (70 US dollar) in December. In spite of the fact that this amount is 37 percent more than in 2008, the average pension is still far beneath the official living standard.
Appendix 4 Analysis

In this appendix a total explanation of the practical analysis at RH is given. The choices, questionnaire spread internal at Royal Haskoning A&B division AG MP and the results are explained. Also the environmental analysis is given.

4.1 Way of approaching
Open interviews are an ideal way of getting an integrated view of the current situation; also opinions are needed. To invest in open interviews on location in Russia, the Head of AG MP asked for a more detailed view of the information needed. A questionnaire was set up to give RH A&B division Head AG MP a better idea of the information needed, the focus and possible outcomes of further analysis. This preparation and a trip of one month led to the decision of open-structured questionnaires to approach the Russian staff. Open interviews at location were at that moment of the research not possible to accomplish. By open-structured questionnaires the open way of approaching was tried to reach.

The decision to send the questionnaire by email spread by contacts at RH A&B division AG MP St. Petersburg and Moscow was made. The Russian culture describes the Russians as sensible for personal relationships, which is also experienced by Dutch staff. For that reason the Head A&B division AG MP Moscow was chosen to spread the questionnaires at A&B division AG MP Moscow. He has a longer relation with the staff and has more insight in the way of approaching. For A&B division AG MP St. Petersburg a Dutch expatriate was chosen who established good contact with the Russian staff in St. Petersburg.

4.1.1 Contents
The content of the questionnaire is set up out of literature topics chosen in the explorative phase. The topics organization structure and project team led to the literature of Mintzberg (1999) and Van Aken (2002). Next to the literature the experiences and opinions of the staff are still the main focus to get an indication of the current situation and causes present.

4.1.2 Interviews/questionnaires
A characteristic of a case study is an integrated view of the situation. This reflects in the structure of the interviews; a semi-structured interview. It is an open way which means open questions, which are steered on different topics. The difference with the explorative phase is most of the respondents are located in Russia or not present in the Netherlands. In the problem analysis the Russian and Dutch staff located in Russia has been approached by questionnaires. The questionnaires are set up with open questions and closed questions, to keep up with the semi-structured way of approaching, and adding questions to be able to compare.
Appendix 4

The questionnaire is used as guide line for the interview by staff available for a face-to-face interview. The Dutch staff present in Russia has filled in the questionnaire and is approached after by a personal conversation by phone.

Choice of respondents
The staff includes Dutch and Russian nationalities. Both are approached to get a total view of the experiences of the current situation. Important is the variety of the respondents; project managers, leading engineers and engineers.

<table>
<thead>
<tr>
<th>Selection criteria</th>
<th>Problem identification and analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dutch expatriates with experience of working in current IMP in Russia</td>
<td></td>
</tr>
<tr>
<td>• Project manager assistants/leaders</td>
<td></td>
</tr>
<tr>
<td>• Engineers</td>
<td></td>
</tr>
<tr>
<td>Russian staff with experience and knowledge inside AG MP</td>
<td></td>
</tr>
<tr>
<td>• GIP (leading engineer)</td>
<td></td>
</tr>
<tr>
<td>• Project manager assistants/leaders</td>
<td></td>
</tr>
<tr>
<td>• Engineers</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.1 Selection criteria of staff A&B division problem analysis

Number of respondents
The number of respondents depends on the number of expatriates working or worked in the current IMP in Russia. At the moment there are working around six Dutch expatriates in Russian project of the A&B division. Some expatriates approached worked in Russia on short or longer basis. Next the selection is done by the knowledge and experiences of the Heads AG MP, which suggested which staff posses of needed knowledge and experiences.

In the whole A&B division in Russia are working around 20-30 staff members. This situation is changed since the economic changes, but the basis is around 20 persons.

At last the limited time of the graduation project influence the number of respondents, an interview includes travelling time, time of the interview and the time spend on the working out of the interview. For the questionnaire it is the time spend on working out the result and the time spend on re-approaching the respondent for completing the indication.
Appendix 4

Respondents

<table>
<thead>
<tr>
<th>Name</th>
<th>Current function</th>
<th>Current location</th>
<th>Federation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vissers, S.C.</td>
<td>Project Coordinator</td>
<td>Ulyanok, Moscow</td>
<td>Russian Federation</td>
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<td>Management Trainee</td>
<td>St. Petersburg</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Wit, G. de</td>
<td>Cost manager</td>
<td>St. Petersgub</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Crombach, L.H.M.</td>
<td>Head AG MP Moscow</td>
<td>Novosibirsck</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Zweers, W.</td>
<td>Project Manager</td>
<td>St. Petersburg</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Slaa, J.</td>
<td>Engineer</td>
<td>St. Petersburg</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Putten, C. van der</td>
<td>Project manager</td>
<td>Ulyanok, Moscow</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>Altunhan, L.</td>
<td>Assistant project manager</td>
<td>Ulyanok, Moscow</td>
<td>Russian Federation</td>
</tr>
</tbody>
</table>

Table 4.2 Dutch expatriates approached of A&B division

The Russian respondents are mostly anonymous; names cannot be given of the respondents of the questionnaire. With two Russians there has been a face-to-face interview, one is approached by phone based on the questionnaire.

<table>
<thead>
<tr>
<th>Name</th>
<th>Current function</th>
<th>Experience in Russia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shrestha, R.</td>
<td>Architect</td>
<td>Ulyanok, Moscow</td>
</tr>
<tr>
<td>Zekke, B.</td>
<td>Structural engineer</td>
<td>St. Petersburg</td>
</tr>
<tr>
<td>Philippov, A.</td>
<td>Project manager</td>
<td>St. Petersburg</td>
</tr>
</tbody>
</table>

Table 4.3 Russian staff approached by interview of A&B division

Comparisons and contradictions

One of the objectives of the problem analysis is to indicate the differences of the experiences between the Dutch expatriates and the Russian staff. Because of the low level of respond of the Russian staff this approach is adapted with some actions.

- Other divisions are approached to get more opinions and experiences of the current situation and towards difficulties in IMP in Russia.
- Literature of working in Russia and articles specifically focused on experience of working in projects in Russia is used. The theory and practical analysis can be combined for an objective indication of the current situation and causes identified.

4.2 Results

In the end the questionnaires are filled in by six Dutch expatriates, the others are approached by an open interview based on the questionnaire. Of the Russian staff around 15 questionnaires are filled in, four staff members are approached by a face-to-face interview or by phone. Tables 4.4 – 4.9 show the most important input out of the analysis of the Dutch staff. Table 4.10 – 4.14 are of the Russian staff.
### 4.2.1 Questionnaire

**Dutch staff**

<table>
<thead>
<tr>
<th>1. A. Structure is the way a project is organized.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Do you recognize this structure? yes/no</td>
</tr>
<tr>
<td>b. Why can you (not) recognize this structure? Due to the relation of the GIP and the Dutch PM, usually PM between GIP and client</td>
</tr>
<tr>
<td>c. What is in your opinion different in the structure (which is given)? In reality there is direct communication between PM and engineers</td>
</tr>
</tbody>
</table>

**B.**

<table>
<thead>
<tr>
<th>1. Could you score your opinion of the structure?</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Can you score your opinion of the structure? yes/no</td>
</tr>
<tr>
<td>b. How should this be improved? Sometimes/always</td>
</tr>
<tr>
<td>c. Who should this be improved? The client influences the different roles.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 4.4 Input Dutch staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2. Position in the current Project Team</strong></td>
</tr>
<tr>
<td>a. Role can be seen as a set of connected behaviors, rights and obligations inside the Project Team.</td>
</tr>
<tr>
<td>b. Is your role in the current Project Team?</td>
</tr>
<tr>
<td>c. Why is it (not) clear? uncler tasks</td>
</tr>
<tr>
<td>d. What could have influenced this? built-off meeting experiences with international projects</td>
</tr>
<tr>
<td>e. Are there differences between the start and duration of the project towards your role? responsibilities increased</td>
</tr>
<tr>
<td>f. What is your opinion of the possibility to fulfill your role in the Project Team? often project team meetings work-shops patience and relationship building</td>
</tr>
<tr>
<td>g. What do you think of your position (role in the team)?</td>
</tr>
<tr>
<td>h. How can you describe the atmosphere in the project team? pleasant</td>
</tr>
<tr>
<td>i. How could one influence the atmosphere in a positive way?</td>
</tr>
<tr>
<td>j. What is your task in the project? clear communication and tasks</td>
</tr>
<tr>
<td>k. Other tasks</td>
</tr>
<tr>
<td>l. Can you score the following aspects towards the tasks of the current project? yes/no</td>
</tr>
<tr>
<td>m. What could be the tasks more clear? Better description of task and scope at start</td>
</tr>
<tr>
<td>n. What should be improved towards the tasks of the current project? Better work out of the contract and scope</td>
</tr>
<tr>
<td>o. Can you observe a difference between the start and the duration of the project towards the tasks? client orders</td>
</tr>
<tr>
<td>p. What is your opinion of changes for these differences? not the right expertise available</td>
</tr>
</tbody>
</table>

| Table 4.5 Input Dutch staff |
### Table 4.6 Input Dutch staff

<table>
<thead>
<tr>
<th>A.</th>
<th>B.</th>
<th>C.</th>
<th>D.</th>
<th>E.</th>
<th>F.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization of a project</td>
<td>The working method</td>
<td>The working method</td>
<td>The working method</td>
<td>The working method</td>
<td>The working method</td>
</tr>
<tr>
<td>Preparation is the activities you have done before starting the project</td>
<td>The working method with colleagues and managers</td>
<td>The working method with colleagues and managers</td>
<td>The working method with colleagues and managers</td>
<td>The working method with colleagues and managers</td>
<td>The working method with colleagues and managers</td>
</tr>
<tr>
<td>Can you describe your preparation towards the project?</td>
<td>Preparing the project, understanding Russian culture</td>
<td>Preparing the project, understanding Russian culture</td>
<td>Preparing the project, understanding Russian culture</td>
<td>Preparing the project, understanding Russian culture</td>
<td>Preparing the project, understanding Russian culture</td>
</tr>
<tr>
<td>Not at all 1 2 3 4 All right</td>
<td>2 3</td>
<td>2 3</td>
<td>2 3</td>
<td>2 3</td>
<td>2 3</td>
</tr>
<tr>
<td>Should not be improved 1 2 3 4 Should be improved</td>
<td>1 3</td>
<td>1 3</td>
<td>1 3</td>
<td>1 3</td>
<td>1 3</td>
</tr>
<tr>
<td>What should be improved towards your preparation of the project?</td>
<td>Can you describe the following aspects?</td>
<td>Can you describe the following aspects?</td>
<td>Can you describe the following aspects?</td>
<td>Can you describe the following aspects?</td>
<td>Can you describe the following aspects?</td>
</tr>
<tr>
<td>Not at all 1 2 3 4 All right</td>
<td>2 3</td>
<td>2 3</td>
<td>2 3</td>
<td>2 3</td>
<td>2 3</td>
</tr>
<tr>
<td>Should not be improved 1 2 3 4 Should be improved</td>
<td>1 3</td>
<td>1 3</td>
<td>1 3</td>
<td>1 3</td>
<td>1 3</td>
</tr>
<tr>
<td>What should be improved towards the project?</td>
<td>How do you think that aspect is most important?</td>
<td>How do you think that aspect is most important?</td>
<td>How do you think that aspect is most important?</td>
<td>How do you think that aspect is most important?</td>
<td>How do you think that aspect is most important?</td>
</tr>
<tr>
<td>Dutch staff</td>
<td>Dutch staff</td>
<td>Dutch staff</td>
<td>Dutch staff</td>
<td>Dutch staff</td>
<td>Dutch staff</td>
</tr>
</tbody>
</table>

**Appendix 4**
Table 4.7 Input Dutch staff
<table>
<thead>
<tr>
<th>6 Other personal opinions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russian staff not ready for creative approach/out of the box thinking</td>
</tr>
<tr>
<td>Russian staff is not looking for solutions</td>
</tr>
<tr>
<td>Russian staff always refer to the contract</td>
</tr>
<tr>
<td>Russian staff is not open to new ideas</td>
</tr>
<tr>
<td>'proof' and 'distract'</td>
</tr>
<tr>
<td>transdisciplinatory way of working</td>
</tr>
<tr>
<td>Russians are not known with working with concepts during the process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 4.8 Input Dutch staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 4.9 Input Dutch staff</td>
</tr>
</tbody>
</table>

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Russian staff

<table>
<thead>
<tr>
<th>1A. Structure is the way a project is organized.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Do you recognize this structure? Yes/no</td>
</tr>
<tr>
<td>b. Why can you (not) recognize this structure? standard PM structure. PM is not always involved.</td>
</tr>
<tr>
<td>c. What is your opinion different in the structure which is given? direct connection between GIP and client personalities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Can you score your opinion of the structure?</td>
</tr>
<tr>
<td>b. Should not be improved 1 2 3 4 Should be improved</td>
</tr>
<tr>
<td>c. What should be changed?</td>
</tr>
<tr>
<td>Responsibilities;</td>
</tr>
<tr>
<td>Relations inside the project;</td>
</tr>
<tr>
<td>Something else;</td>
</tr>
<tr>
<td>Why should this be changed?</td>
</tr>
<tr>
<td>no clear responsibilities of different positions</td>
</tr>
<tr>
<td>the interference is not sufficient to let staff do their work</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2 Position in the current Project Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. What is your role in the current Project Team?</td>
</tr>
<tr>
<td>b. The role clear to you? Yes/No</td>
</tr>
<tr>
<td>c. When should be improved?</td>
</tr>
<tr>
<td>d. What should be improved?</td>
</tr>
<tr>
<td>e. Experience</td>
</tr>
<tr>
<td>f. What is your opinion of the possibility to fulfill your role in the Project Team?</td>
</tr>
<tr>
<td>Not all right 1 2 3 4 All right</td>
</tr>
<tr>
<td>Should not be improved 1 2 3 4 Should be improved</td>
</tr>
<tr>
<td>Why should your position be improved?</td>
</tr>
<tr>
<td>due to responsibilities I have</td>
</tr>
<tr>
<td>does something else</td>
</tr>
<tr>
<td>what should be improved?</td>
</tr>
<tr>
<td>responsibilities I have</td>
</tr>
<tr>
<td>responsibilities of other team members</td>
</tr>
<tr>
<td>something else</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C. Environment can be defined as the people and institutions you interact with.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. How do you perceive the social environment in the project team?</td>
</tr>
<tr>
<td>b. Should not be improved 1 2 3 4 Should be improved</td>
</tr>
<tr>
<td>c. How can you describe the atmosphere in the project team?</td>
</tr>
<tr>
<td>d. How?</td>
</tr>
<tr>
<td>e. Unpleasant</td>
</tr>
<tr>
<td>something else</td>
</tr>
<tr>
<td>what could influence the atmosphere in a positive way?</td>
</tr>
<tr>
<td>more high professional level and the communication of some colleagues</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>D. Attitude can be defined as a set of values as part of a work package in the project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. What are your tasks in the project?</td>
</tr>
<tr>
<td>b. Task 1</td>
</tr>
<tr>
<td>c. Task 2</td>
</tr>
<tr>
<td>d. Other tasks</td>
</tr>
<tr>
<td>e. Can you score the following aspects towards the tasks of the current project?</td>
</tr>
<tr>
<td>f. Not all right 1 2 3 4 All right</td>
</tr>
<tr>
<td>g. Should not be improved 1 2 3 4 Should be improved</td>
</tr>
<tr>
<td>h. Why can make the tasks more clear?</td>
</tr>
<tr>
<td>i. supervision, coordination with process contractors and designing details as per site conditions etc.</td>
</tr>
<tr>
<td>j. clear instructions</td>
</tr>
<tr>
<td>k. the concrete formulation of problems</td>
</tr>
<tr>
<td>l. control</td>
</tr>
<tr>
<td>m. client requirement and also the contractual issues</td>
</tr>
<tr>
<td>n. change of initial data</td>
</tr>
</tbody>
</table>

Table 4.10 Input Russian staff
Table 4.11 Input Russian staff
<table>
<thead>
<tr>
<th>4. A. Project team can be defined as the colleagues you work with to reach the goals of the project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Can you describe the current Project Team?</td>
</tr>
<tr>
<td>b. What do you think the project team works well all right?</td>
</tr>
<tr>
<td>c. Which aspects can be improved?</td>
</tr>
<tr>
<td>d. Can you describe the project team by the aspects:</td>
</tr>
<tr>
<td>- the goals of working;</td>
</tr>
<tr>
<td>- working with colleagues;</td>
</tr>
<tr>
<td>- tasks of each other;</td>
</tr>
<tr>
<td>- personal goals;</td>
</tr>
<tr>
<td>e. What do you mean on the aspect of learning in a Project?</td>
</tr>
<tr>
<td>f. Do you have another comment on the aspect of learning in a project?</td>
</tr>
<tr>
<td>g. Do you experience positive and/or negative aspects of working in a Project Team in general?</td>
</tr>
<tr>
<td>h. Should not be improved 1 2 3 4 should be improved?</td>
</tr>
<tr>
<td>i. What are negative aspects of working in a project team?</td>
</tr>
<tr>
<td>j. Can you score the following aspects:</td>
</tr>
<tr>
<td>- Project team influences the skills to accomplish your own task.</td>
</tr>
<tr>
<td>- Project team influences your motivation</td>
</tr>
<tr>
<td>- Project team influences the ability to reach the goal of the project.</td>
</tr>
<tr>
<td>- Project team influences the ability to reach the requirements of the client.</td>
</tr>
<tr>
<td>- something else...</td>
</tr>
<tr>
<td>D. This part focuses on your observation during projects you have been working on.</td>
</tr>
<tr>
<td>e. Do you see differences towards these aspects between a Dutch Project Manager, a Russian Local Engineer (stf) or engineer?</td>
</tr>
<tr>
<td>f. Feedback</td>
</tr>
<tr>
<td>g. No differences 1 2 3 4 same differences</td>
</tr>
<tr>
<td>h. Improvements</td>
</tr>
<tr>
<td>i. No differences 1 2 3 4 many differences</td>
</tr>
<tr>
<td>j. Task performance</td>
</tr>
<tr>
<td>k. No differences 1 2 3 4 many differences</td>
</tr>
<tr>
<td>l. Team meetings</td>
</tr>
<tr>
<td>m. No differences 1 2 3 4 many differences</td>
</tr>
<tr>
<td>n. Decision making</td>
</tr>
<tr>
<td>o. No differences 1 2 3 4 many differences</td>
</tr>
<tr>
<td>p. Way of working</td>
</tr>
<tr>
<td>q. No differences 1 2 3 4 many differences</td>
</tr>
<tr>
<td>r. What are the differences towards these aspects between a Dutch Project Manager, a Russian Local Engineer (stf) or engineer?</td>
</tr>
</tbody>
</table>

Table 4.12 Input Russian staff
Table 4.13 Input Russian staff

<table>
<thead>
<tr>
<th>5. Views on working with colleagues of a different cultural background</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. What is your experience of working with people with another cultural background?</td>
</tr>
<tr>
<td>b. Did you work with people of a different cultural background before? Yes/No</td>
</tr>
<tr>
<td>c. Did you experience that in a positive or negative way? Positive/Negative</td>
</tr>
</tbody>
</table>
| d. If so, did you experience this in a positive or negative way? Learning /
| pleasant/person |
| e. Do you experience differences between Dutch and Russian colleagues? |
| f. Social |
| g. Differences 1-2-3-4 differences |
| h. Communication |
| i. Differences 1-2-3-4 differences |
| j. Collaboration |
| k. Differences 1-2-3-4 differences |
| l. cardiac |
| m. Differences 1-2-3-4 differences |
| n. Religion |
| o. Differences 1-2-3-4 differences |
| p. Political |
| q. Differences 1-2-3-4 differences |
| r. Academic |
| s. Differences 1-2-3-4 differences |
| t. Working methods |
| u. Differences 1-2-3-4 differences |
| v. What are differences between a Dutch and Russian colleague in these aspects? |
| w. Differences in (i) perception, Dutch staff had for daily meeting |
| x. How do you deal with differences between Dutch and foreign colleagues? |
| y. Language |
| z. Translator learning English objects, dealing correspondence |
| a. Communication |
| b. Critical no |
| c. Working methods |
| d. Other aspect |
| e. If you need help |
| f. Communication |

Table 4.14 Input Russian staff

<table>
<thead>
<tr>
<th>6. Other personal opinions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dutch staff had experience in Russia, longer period, the way of working and living etc.</td>
</tr>
<tr>
<td>Russian way of working is more relaxed, not as strict towards the process, the atmosphere is more important. Dutch follow strict the process.</td>
</tr>
<tr>
<td>The city of communicating is different, approaching by email (as is seen as informal). People need to understand why you use it.</td>
</tr>
<tr>
<td>Not understanding of Dutch way, working tasks, also doesn’t feel Dutch seem to have feeling of bringing something new, this is not taken into the case.</td>
</tr>
<tr>
<td>For the Dutch staff the structure seems more important</td>
</tr>
</tbody>
</table>

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Figure 4.1 Indication diagram external and internal situation of the RH organization indicated by researcher
Appendix 4

4.3 Environmental analysis

The identification of the current situation can be further indicated by making an environmental analysis based on Otter and Kastelein (2005). This is an analysis to get a continuous view on the risks internal and external towards the project. The analysis is focused on the project team with the different interests, energy, positions, relations and political context of the project. The political context is important towards the research; it gives insight in the interests, power and personal relations. In this research some parts of different ways for analyzing are used; power field, influence analysis and SWOT.

4.3.1 Power field

This analysis focuses on the relation pattern of the most important actors.

Actors

In this analysis the actors who are involved in the project are described; what are their interests and relation towards the project.

Figure 4.2 Actors involved divided into internal and external environment (Otter and Kastelein, 2005)

A work out of the actors and further information can be found in table 4.4. These indications relate to the distances in the figure.

4.3.2 Influence analysis

In this analysis another view on the relation of the project towards the actors is central. Is the relation negative or positive and is this relation possible to influence. In figure 4.3 a total insight in the aspect possible to influence or change is given.

4.3.3 SWOT

A SWOT is a way to define the position of a company inside the internal and external environment. The SWOT contains of strengths, weaknesses, opportunities and treats. The Strengths are focused on the strong internal characteristics of the company; the Weaknesses are the weak characteristics. The Opportunities are the possibilities for the company seen in the external environment, the Threats the external aspects which can have a negative influence on the company.
<table>
<thead>
<tr>
<th>Actor</th>
<th>Role</th>
<th>Interest/Goal</th>
<th>Environment project</th>
<th>Attitude towards project</th>
<th>Input</th>
<th>Importance</th>
<th>Incentives</th>
<th>Deincentives</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>Initiator of the project. Leading a similar building and/or office building projects in the past.</td>
<td>External environment</td>
<td>is not different than in other countries.</td>
<td>The project is very important.</td>
<td>The project is important.</td>
<td>The project is important.</td>
<td>The project is important.</td>
<td>The project is important.</td>
</tr>
<tr>
<td>Non-Russian client</td>
<td>Communication with external partners.</td>
<td>Internal environment</td>
<td>is very willing to resolve the problems that arise.</td>
<td>The expatriate is the person who can handle the project at the international level.</td>
<td>The expatriate is the person who can handle the project at the international level.</td>
<td>The expatriate is the person who can handle the project at the international level.</td>
<td>The expatriate is the person who can handle the project at the international level.</td>
<td>The expatriate is the person who can handle the project at the international level.</td>
</tr>
<tr>
<td>Dutch expatriate</td>
<td>Control of external partners.</td>
<td>Internal environment</td>
<td>is working with the international partners.</td>
<td>Project management to the Russian staff.</td>
<td>Project management to the Russian staff.</td>
<td>Project management to the Russian staff.</td>
<td>Project management to the Russian staff.</td>
<td>Project management to the Russian staff.</td>
</tr>
<tr>
<td>GIP</td>
<td>Control of the project process.</td>
<td>Internal environment</td>
<td>is working with the international partners.</td>
<td>The GIP is the best way to handle project situations.</td>
<td>The GIP is the best way to handle project situations.</td>
<td>The GIP is the best way to handle project situations.</td>
<td>The GIP is the best way to handle project situations.</td>
<td>The GIP is the best way to handle project situations.</td>
</tr>
<tr>
<td>Engineer</td>
<td>Design and technical input are more important than the project.</td>
<td>Internal environment</td>
<td>The engineer does not take on the technical role.</td>
<td>The GIP will tell the engineer what to do.</td>
<td>The engineer will tell the GIP what to do.</td>
<td>The engineer will tell the GIP what to do.</td>
<td>The engineer will tell the GIP what to do.</td>
<td>The engineer will tell the GIP what to do.</td>
</tr>
<tr>
<td>External parties</td>
<td>Several input, depends on the project.</td>
<td>External environment</td>
<td>Not investigated</td>
<td>Not investigated</td>
<td>Not investigated</td>
<td>Not investigated</td>
<td>Not investigated</td>
<td>Not investigated</td>
</tr>
</tbody>
</table>
Figure 4.3 Extended indication diagram with aspects which can be, can not be influenced or towards an approach is needed indicated by researcher
Appendix 5 Analysis externals

This appendix gives the background of the analysis of the experiences of externals of the current situation (of international projects) in Russia international projects. First the way of approaching is worked out. At last the input gained out of the approach is given based on the questionnaire used.

5.1 Way of approaching

Open interviews are an ideal way of getting an integrated view of the situation; also opinions are needed. Open interviews on location are not always possible; some externals are located in Russia. By open-structured questionnaires the open way of approaching was tried to reach. This is the same approach used for the RH staff.

5.1.1 Contents

The content of the questionnaire is set up out of literature topics set up in the explorative phase. The most important focus is the causes identified and effects indicated out of the analyses of the current situation experienced. Next to the literature the experiences and opinions of the externals are a main focus to get an indication of the current situation; their approach and view on working in Russia.

5.1.2 Interviews/ questionnaires

The externals are approached with a semi-structured interview. The questionnaire is used as guideline by externals available for face-to-face interview. The other externals have filled in the questionnaire and are approached after by phone.

Choice of respondents

The main criterion of the selection of the externals is experience of working in Russia. They need to be able to share their knowledge and experiences towards the research. Next the person approached in a similar company as RH should be a project manager to be able to explain the approach and dealing with important aspects identified. Some institutions/ organizations will give a more general approach towards working in Russia. Important is the variety of the respondents; consultancy companies A&B, institutions/ government organizations, and other consultants. The variety is to get a broad view of the current situation. The externals are chosen by the following criteria:

<table>
<thead>
<tr>
<th>Selection criteria round two</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.  Experiences and knowledge of working in Russia</td>
</tr>
<tr>
<td>2.  Project Manager or higher position (CEO)</td>
</tr>
<tr>
<td>3.  Variety of the respondents</td>
</tr>
<tr>
<td>• Consultancy companies A&amp;B</td>
</tr>
<tr>
<td>• Consultancy companies</td>
</tr>
<tr>
<td>• Government organizations</td>
</tr>
</tbody>
</table>

Table 5.1 Selection criteria round two
Number of respondents

A goal of 10 externals persons is set at the start of the research. The number of externals depends on the will and possibility of the externals. Further the limited time of the graduation project influence the number of respondents, an interview includes travelling time; time of the interview and the time spend on the working out of the interview. The approach by the questionnaire asks time; design of the questionnaire, work out of the feedback and re-approach of the externals. Table 5.2 shows the companies and persons approached.

<table>
<thead>
<tr>
<th>Company name</th>
<th>Contact</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tebodin</td>
<td>Bosscher, A.</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>Van Oord</td>
<td>- Bos, A.</td>
<td>Questionnaire + Interview</td>
</tr>
<tr>
<td></td>
<td>- Kuijk, J. van</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td>- Boom, T.</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td>- Gijs, T.</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>Witteveen+Bos</td>
<td>Kops, A.</td>
<td>Interview</td>
</tr>
<tr>
<td>Soeters &amp; Oosterwouder</td>
<td>Soeters, M.</td>
<td>Questionnaire + email</td>
</tr>
<tr>
<td>Engineering Consultants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DHV</td>
<td>- Douma, D.</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td>- Kok, G</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td>- Pieters, W.</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>Burrelco</td>
<td>Maasman, B.</td>
<td>Interview</td>
</tr>
<tr>
<td>Shell</td>
<td>Spakman, M.</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>EVD</td>
<td>Loon, B.</td>
<td>Documents provided</td>
</tr>
</tbody>
</table>

Table 5.2 Externals approached

Other divisions RH

<table>
<thead>
<tr>
<th>Name</th>
<th>Division</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Muijtjens, R.</td>
<td>Environment</td>
<td>Interview</td>
</tr>
<tr>
<td>Jansen, p.</td>
<td>Spatial Development</td>
<td>Interview</td>
</tr>
<tr>
<td>Kerk, B. van der</td>
<td>Industrial Installations</td>
<td>Questionnaire</td>
</tr>
</tbody>
</table>

Table 5.3 Other divisions RH approached

The Heads of AG in Russia of other divisions are approached. Only the ones who are frequently involved with the current situation on location are chosen; they seem to have more insight in the way of working and dealing with some specific aspects.
5.2 Results

The input out of the questionnaires and interviews are shown in table 5.4 – 5.8. The contents are related to the contents of the questionnaire. Most important aspects are:

- **Organization structure**
  - Positions
  - Process
- **Important aspects of cultural differences Russia**

A newspaper article about the approach of people in Afghanistan is added also to show the importance of respect and approach to another culture.

**Eternals**

<table>
<thead>
<tr>
<th>Function</th>
<th>Project manager/ Head AG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal preparation towards the project</td>
<td>no specific preparation</td>
</tr>
<tr>
<td>Differences seen in Russia compared with Netherlands</td>
<td>Bureaucracy, no initiative from people, sensitivity towards hierarchy (top-down approach), the language, difficult communication, different way of doing business and personal relations, contrast between poor and rich.</td>
</tr>
<tr>
<td>Aspects changed over time</td>
<td>Bureaucracy, experienced insensitive, the influence of Russian legislation and politics. Alcoholism. Everything takes more time. Their becomes more awareness of Western way and attitude towards West change.</td>
</tr>
<tr>
<td>Aspects which can not be changed</td>
<td>The sense of time and responsibility, some cultural differences. Important is your attitude towards making changes; Russians are proud and you are not coming for change their life and work. Corruption. The political history.</td>
</tr>
<tr>
<td>General aspects towards a foreign office</td>
<td>A foreign office needs a good local team and leader. It should be able to run itself. A well dwelling of small and larger projects maintains the continuity of the local office.</td>
</tr>
<tr>
<td>General aspects towards working abroad</td>
<td>In some cases you just have to let go the cultural differences. Some differences are present and if it works, you can keep it the way it is.</td>
</tr>
</tbody>
</table>

Table 5.4 Input externals
<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Do you experience differences between Dutch and Russian colleagues?</td>
<td>Social</td>
</tr>
<tr>
<td>2</td>
<td>Differences between Dutch and Russian colleagues.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Differences in national cultures.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Differences in communication styles.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Differences in working methods.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Differences in management styles.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Differences in personal preferences.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Differences in legal systems.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Differences in religious beliefs.</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Differences in political systems.</td>
<td></td>
</tr>
</tbody>
</table>

**Table 5.5 Input externals**
Table 5.6 Input externals

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Structured in the way a project is organized</td>
<td>Do you recognize the structure focusing on Russian projects? Yes/No</td>
</tr>
<tr>
<td>2.</td>
<td>In engineering projects, there is a single structure used.</td>
<td>The IF should be made in between phase.</td>
</tr>
<tr>
<td>3.</td>
<td>Can you change the structure of the project?</td>
<td>This structure focuses on Russian projects.</td>
</tr>
<tr>
<td>4.</td>
<td>What do you think this structure is good for?</td>
<td>It is important to have somebody who can handle the front of the whole team.</td>
</tr>
<tr>
<td>5.</td>
<td>How do you apply this structure?</td>
<td>It is important to have somebody who can handle the front of the whole team.</td>
</tr>
<tr>
<td>6.</td>
<td>Which aspect do you think is most important?</td>
<td>The client influences the different roles.</td>
</tr>
<tr>
<td>7.</td>
<td>In what way is the structure different in Russia?</td>
<td>The client influences the different roles.</td>
</tr>
<tr>
<td>8.</td>
<td>Have you tried to create an ideal way of working?</td>
<td>It depends on the project itself.</td>
</tr>
<tr>
<td>9.</td>
<td>If you had to, how would you change the structure?</td>
<td>Working together with Russian consultants and/or experts.</td>
</tr>
<tr>
<td>11.</td>
<td>What should be improved in the preparation towards projects in Russia?</td>
<td>Some preparation, others reading the contract, prepare scope description, and organize team.</td>
</tr>
<tr>
<td>12.</td>
<td>What do you think the most important aspect of a project is?</td>
<td>Some preparation, others reading the contract, prepare scope description, and organize team.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Preparation is the other you have done before starting working on the project.</td>
<td>In preparing towards, visa, insurance and health care.</td>
</tr>
<tr>
<td>2.</td>
<td>What are the contents of this preparation?</td>
<td>Understanding Russian standards: Making a basic floor chart to make things understandable.</td>
</tr>
<tr>
<td>3.</td>
<td>Can you describe your preparation for this project?</td>
<td>It will come with time and experience. Each country has another approach. In general build up a good relationship with the client and your Russian counterparts.</td>
</tr>
<tr>
<td>4.</td>
<td>What should be improved in the preparation towards projects in Russia?</td>
<td>Understanding Russian standards: Making a basic floor chart to make things understandable.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Preparation towards, visa, insurance and health care.</td>
<td>Understanding Russian standards: Making a basic floor chart to make things understandable.</td>
</tr>
<tr>
<td>2.</td>
<td>How do you make the structure work?</td>
<td>Understanding Russian standards: Making a basic floor chart to make things understandable.</td>
</tr>
<tr>
<td>3.</td>
<td>What should be improved in the preparation towards projects in Russia?</td>
<td>Understanding Russian standards: Making a basic floor chart to make things understandable.</td>
</tr>
<tr>
<td>4.</td>
<td>What do you think the most important aspect of a project is?</td>
<td>Understanding Russian standards: Making a basic floor chart to make things understandable.</td>
</tr>
</tbody>
</table>

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Table 5.7 Input externals

<table>
<thead>
<tr>
<th>A. Project team can be defined as the colleagues who collaborate to reach the goal of the project.</th>
</tr>
</thead>
</table>
| a. Can you describe one case where working with Project Teams in Russia?
  | 1. Possible 1 2 3 4 Possible |
| b. Why do you think a project team works with it all right?
  | Communication, collaboration, responsibility, commitment |
| c. Which aspects can be improved?
  | Responsibilities, personal goals, competences, leadership, communication, collaboration, responsibility, commitment |
| d. Can you describe what project teams in Russia are the aspects:
  | 1. The way of working |
| e. What are the specific differences of working with the team possible to change?
  | Negative 1 2 3 4 Positive |

Table 5.8 Input externals

<table>
<thead>
<tr>
<th>A. Project team can be defined as the colleagues who collaborate to reach the goal of the project.</th>
</tr>
</thead>
</table>
| a. Do you experience positive or negative aspects of working as a Project Team in Russia?
  | Negative 1 2 3 4 Positive |
| b. What are the specific differences of working as a project team in Russia?
  | Negative 1 2 3 4 Possible |
| c. Do you describe the following aspects:
  | Positive 1 2 3 4 Possible |
| d. Can you show the following aspects:
  | Negative 1 2 3 4 Possible |
| e. How do you deal with these aspects of question B?
  | Positive and flexible approach |

Appendix 5
‘Discussieer niet te heftig met de dorpsoudste en wees geen lompe Hollander’

Grappenmakers zijn het niet, die Afghansen. Hollandse directheid valt sowaar niet erg goed bij boze dorpshoofden uit Uruzgan.

Wie iets wil bereiken in gesprekken met lokale Afghansen, neemt de tijd, drinkt liters thee, zet zijn meest respectvolle gezicht op en breekt het ijs met een familiekerkje uit Holland.

Het zijn tips van Paul van den Berg van de hulporganisatie Cordaid, op basis van handboeken én de praktijk. In november kwam hij nog in contact met de taliban, al is nooit helemaal duidelijk wie tot de harde kern behoorde en wie niet.

Tip 1: Handel niet slechts naar Westerse maatstaven.
„Als je, bijvoorbeeld, als westering een onderwijsstelsel voor meisjes ontrolt, stuit je op tegenstand. Er zijn verhalen van gemengde scholen die afbranderen nadat ze door Westerse organisaties waren door- edrukt.”

Tip 2: Roep de dorpsoudsten bijeen voor een shura (dorpsraad); bereid je voor op lange praatsessies en heel veel thee.
„Afghanistan heeft een praatsvolle, Tijdvoelend, maar het is de manier van leven. Overhaast niets en informeer je vooraf goed over lokale gevoeligheden. De dorpsoudsten, vaak mannen met grijze baarden, moet je uitleggen wat je wilt. Dat zijn conservatieve types met ingewikkelde credo’s. Maar als je hen duidelijk kunt maken waarom er een nieuwe klus in de school of het ziekenhuis moet komen, krijg je ze best mee.”

Tip 3: Gedraag je nooit als ‘lompe Hollander’.
„Je moet je passief opstellen en veel respect betonen. Met die dorpsoudste moet je niet te heftig discussiëren. Afghansen komen nooit direct uit de hoek.”

Tip 4: Bedenk een gespreksonderwerp om het ijs te breken.

WESSEL PENNING
Appendix 6 Practical model

<table>
<thead>
<tr>
<th>Model</th>
<th>Specifications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Individual use</td>
</tr>
<tr>
<td>Guideline (not suitable)</td>
<td>X</td>
</tr>
<tr>
<td>Card tray</td>
<td>X</td>
</tr>
<tr>
<td>Small book/ Pallet</td>
<td>X</td>
</tr>
<tr>
<td>Game</td>
<td></td>
</tr>
<tr>
<td>Workshop</td>
<td></td>
</tr>
<tr>
<td>Poster</td>
<td></td>
</tr>
</tbody>
</table>

Table 6.1 Model specifications

6.1 Specifications

<table>
<thead>
<tr>
<th>Individual use</th>
<th>Expatriate is able to use on its own</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statically</td>
<td>Fixed information</td>
</tr>
<tr>
<td>Interactive</td>
<td>Ability to use to discuss by more persons (interpersonal)</td>
</tr>
<tr>
<td>Easy to use</td>
<td>Ability to use while travelling</td>
</tr>
<tr>
<td>Easy to change</td>
<td>Ability to add or change contents</td>
</tr>
<tr>
<td>Repeat</td>
<td>Be able to use more than one time</td>
</tr>
</tbody>
</table>

An important aspect is the awareness of the differences present and how to approach to these. The Dutch expatriate should be able to individually improve its awareness of the cultural differences in Russia. It should have the possibility to be used by more expatriates at the same moment to share their experiences. Some experts explained that in the past they joined workshops and/or meetings of the Royal Tropical Institute. These meetings were one or two days and arranged by the company.

6.1.1 Other comments

- The different externals and internal advices adapted to the expatriate;
- Blanco space; to add notes of own experiences and experiences of others;
- Websites; to prepare more detailed and find institutions, organizations and partners;
- Basic Russian word/sentence list; to be able to communicate in the first contacts.