

# **FRANKly**

**USA - Bundesrepublik  
Unternehmenskulturen im Vergleich**

Nummer 2, Oktober 1988

**Der Newsletter des Fulbright Alumni e.V.**



## Anstelle eines Editorials

Wieder einmal ist es gelungen, eine neue Ausgabe des FRANKly zusammenzustellen. Sie steht diesmal ganz im Zeichen der 1. Fulbright Alumni Fachtagung, "USA - Bundesrepublik: Unternehmenskulturen im Vergleich," die am 23. und 24. April 1988 in Mannheim stattfand.

Wer die Mühen des Zeitungsmachens kennt, kann verstehen, wieso so viel Zeit seit dem Erscheinen des letzten FRANKly vergangen ist. Zwar ist der Computer eine große Hilfe beim Edieren und Setzen der Texte, aber auch die modernsten Maschinen können nicht die vielen freiwilligen Helfer ersetzen, die ein druckreifes Manuskript erst einmal erstellen müssen. Hinzu kommt, daß der FRANKly immer hinter anderen aktuellen Projekten des Vereins zurückstehen muß.

Wir haben uns bemüht, die Vorträge möglichst ungetkürzt wiederzugeben, was in Anbetracht des Platzmangels nicht eben leicht war. An einigen Stellen ist von Elefanten die Rede. Es wurde lebhaft diskutiert, ob wertvoller Platz für diese Tiere geopfert werden soll oder nicht. Letztlich wurde dann aber doch entschieden, so etwas (ge)wichtiges wie Elefanten nicht einfach zu streichen. Ein Artikel allerdings fehlt in diesem FRANKly. Es ist der Vortrag von Prof. Dr. Alfred Kieser anlässlich der BWL-Fachtagung in Mannheim. Wir hoffen, ihn in der nächsten Ausgabe bringen zu können. Außerdem wurde der Beitrag eines Mitglieds nicht abgedruckt. Die Meinungen zu diesem Artikel waren zwiespältig, so daß sich der Vorstand letztlich gegen einen Abdruck entschieden hat. Im Zusammenhang damit diskutierte das Redaktionsteam sehr ausführlich die Frage nach einer mit den Zielen des Vereins in Einklang stehenden Auswahl von Beiträgen. Unsere Mitglieder möchten wir in diese Diskussion gerne einbeziehen. Wir freuen uns daher auf Leserbriefe, die zu diesem Problem - und natürlich nicht nur dazu - Stellung nehmen.

Unser Beirat Consul Thomas F. Johnson hat Deutschland Ende Juli leider wieder verlassen. Er hat sich um den Verein sehr verdient gemacht, hat uns nicht nur bei der Organisation diverser Veranstaltungen mit Rat und Tat unterstützt. Wir möchten uns daher an dieser Stelle vielmals für die hervorragende Zusammenarbeit bedanken.

Wie allgemein bekannt sein dürfte, ist der Fulbright Alumni e.V. als gemeinnützig anerkannt. Alle Mitglieder, die in irgendeiner Form für den Verein tätig sind, tun dies ehrenamtlich. Auch ihnen danken wir herzlich.

Und damit sind wir auch schon beim lieben Geld. Der Verein wird zum großen Teil durch Mitgliedsbeiträge und Spenden getragen. Um überhaupt weitermachen zu können, muß sich die Zahlungsmoral entscheidend bessern. Wir hoffen auf Eure Unterstützung.

Dieser FRANKly wird deshalb über Anzeigen finanziert, was unserem Schatzmeister einen tiefen Griff in die Schatztruhe erspart. Auch wenn es sicherlich Gegner von Anzeigen in dieser Publikation gibt, es ist pure finanzielle Notwendigkeit - es sei denn, jemand spendet Druck und Versand des FRANKly; eine Spendenquittung gibt's gratis.

Antje Hildebrandt, Bernd Wagner

### Wer sind und was wollen die Fulbright Alumni ?

Der Fulbright Alumni e.V. wurde am 24. Januar 1986 in Frankfurt am Main gegründet. Bei dieser ersten Versammlung waren 16 ehemalige Fulbright-Stipendiaten anwesend. Im Sommer 1986 erfolgte die Anerkennung der Gemeinnützigkeit und die Eintragung im Vereinsregister.

Seitdem ging es stürmisch aufwärts: Anfang Oktober 1988 belief sich die Mitgliederzahl auf mehr als 430. Das bedeutet, daß sich die Zahl der aktiven Alumni im letzten Jahr etwa verdoppelt hat. Das große Interesse unter den ehemaligen Fulbright-Stipendiaten zeigt, daß die Idee einer deutschen Fulbright Alumni Association längst überfällig war.

Zweck des Vereins ist die Förderung des im Fulbright-Abkommen zwischen der Bundesrepublik Deutschland und den Vereinigten Staaten von Amerika angestrebten Ziels der Völkerverständigung.

Zur Verwirklichung des Satzungszwecks kann der Verein

- a) die Fulbright-Kommission in der Bundesrepublik und in anderen, insbesondere europäischen Nachbarländern bei ihrer Arbeit unterstützen, soweit ein entsprechender Wunsch an den Verein herangetragen wird;
- b) freundschaftliche Beziehungen ehemaliger Teilnehmer am Fulbright Programm fördern;
- c) Aufgaben wahrnehmen, die zwar im Rahmen der Zielsetzung des Fulbright-Austauschprogramms förderungswürdig sind, aber mit den Haushaltssmitteln der deutschen Fulbright-Kommission nicht gefördert werden können;
- d) aufgrund der Erfahrungen seiner Mitglieder im akademischen Austausch mit den Vereinigten Staaten von Amerika neue Förderungsschwerpunkte vorschlagen, am akademischen Austausch interessierte Personen beraten und Gastfreundschaft für ausländische Studenten in der Bundesrepublik fördern;
- e) allgemein Tätigkeiten wahrnehmen, die geeignet sind, den Gedanken der Völkerverständigung durch kulturellen Austausch zu fördern.

Ordentliches Mitglied kann jeder deutsche und ausländische ehemalige Teilnehmer am Fulbright-Austauschprogramm und an akademischen Austauschprogrammen anderer Mittlerorganisationen werden. Außerordentliches Mitglied kann jede andere natürliche oder juristische Person werden.

Interessenten erhalten auf Wunsch ein ausführliches Informationsblatt über den Verein und seine Ziele sowie die Satzung. Ein Aufnahmeantrag findet sich am Ende dieses FRANKly.

## Fakten, Termine, Kontaktadressen

### und was man sonst noch in sein Notizbuch schreiben sollte

#### Stammtische

- Berlin:** jeden 1. Montag im Monat um 20:00 Uhr in der Weinstube "Knipperle", Barbarossastr. 39 (Ecke Landshuterstr.) in Berlin 30.
- Hamburg:** jeden 1. Donnerstag im Monat um 20:00 Uhr in der Weinstube "Lehmitz", Faberstraße, Hamburg-Elmsbüttel.
- Hannover:** Bitte bei Helge Bohlmann erfragen, Tel. 0511/496873.
- Bochum:** am 16.12. in Münster, danach alle 2 Monate. Weitere Informationen bei Karl-Walter Florin, Tel. 0234/705859
- Köln / Bonn:** jeden 1. Mittwoch im Monat, abwechselnd in Köln und Bonn. Genaueres bitte bei Sabine Dietrich, Tel. 0228/657762, erfragen.
- Frankfurt:** jeden 1. Donnerstag im Monat um 19:30 in der "Atschel", Sachsenhausen, Wallstraße 7.
- Stuttgart:** jeden 2. Freitag im Monat, Näheres bitte bei Erich Benesch erfragen, Tel. 07071/600585 oder Wolfgang Braun, Tel. 0711/639353.
- München:** jeden letzten Dienstag im Monat um 19.00 Uhr im Hofbräukeller in der Inneren Wiener Straße, München-Haidhausen.

#### Termine 1989

Für das Jahr 1989 sind jetzt folgende Veranstaltungen vorgesehen (bitte vormerken!):

**22./23. April:** 2. Fulbright Alumni Fachtagung. Ort: Uni Regensburg. Aus Anlaß der 200. Wiederkehr des Beginns der Französischen Revolution von 1789 soll im April 1989 an der Universität Regensburg eine Fachtagung für Historiker zum Thema "Die Französische Revolution aus amerikanischer und deutscher Sicht" stattfinden. Die unterschiedliche Rezeption der Französischen Revolution in Deutschland und in den USA und die Umsetzung der von Frankreich ausgehenden Anstöße in beiden Nationen sollen wesentliche Inhalte der geplanten Tagung sein. Gedacht ist dabei nicht nur an die Haltung der jeweiligen Führungsschichten, die Verarbeitung der Ideen und Ereignisse in der geistigen Welt, sondern auch - soweit es Deutschland betrifft - die Begegnung mit dem revolutionären Frankreich und die daraus resultierenden Veränderungen. Es hat sich bereits eine Arbeitsgruppe von Historikern und historisch interessierten Alumni zusammengefunden. Wer sich noch anschließen möchte, ist herzlich willkommen. Koordinator der Veranstaltung ist Jürgen Mulert.

**24./25. Juni:** 3. Fulbright Alumni Pow Wow. Ort: Frankfurt

**November:** 4. Fulbright Alumni Returnee Meeting (mit Jahreshauptversammlung 1989).

Weiterhin ist eine Fachtagung für Architekten geplant - interessierte Alumni wenden sich bitte an Petra Schuck in Darmstadt, Tel. 06151/43138 - sowie eine Fachtagung zum Thema "Frau und Beruf". Koordinatorin der Arbeitsgruppe ist Antje Hildebrandt, Tel. 069/620221.

#### Fulbright Regional

Über Aktivitäten des Fulbright Alumni e.V. in den einzelnen Regionen der Bundesrepublik geben folgende Mitglieder bereitwillig Auskunft.

PLZ 1000	Dagmar Hovestadt	030/6936376
PLZ 2...	Antje Fassbender	040/41171-276, 441061
PLZ 3...	Helge Bohlmann	0511/496873
PLZ 4...	Karl-Walter Florin	0234/705859
PLZ 5...	Sabine Dietrich	0228/657762
PLZ 6...	Antje Hildebrandt	069/620221
PLZ 7...	Erich Benesch	07071/600585
PLZ 8...	Joachim Wahlich	08106/33069

#### Zum Verein

##### Vorstand

Antje Hildebrandt	1. Vorsitzende
Dr. Jürgen Mulert	2. Vorsitzender
Johannes Müller	Schatzmeister
Sabine Dietrich	Schriftführerin

##### Beiräte

Heiko Engelkes	Chefredakteur von ARD aktuell (und selbst Fulbright Alumnus)
Thomas F. Johnson	bis Juli 1988 Leiter der Kultur- und Presseabteilung des amerikanischen Generalkonsulats in Frankfurt
Berndt von Staden	Staatssekretär a.D.; u.a. ehemaliger Botschafter der Bundesrepublik Deutschland in Washington
Hans-Burkhardt Steck	Rechtsanwalt

##### Beisitzer

Winfried Damm	Pressekontakte
Hilmer Goedeking	Unterstützung der Zentrale
Sigrid Herr	Publikationen
Jürgen Hesels	Tagungsorganisation
Petra Lahmann	Tagungsorganisation
Bernd Wagner	EDV, Publikationen
Rita Werner	Publikationen

##### Kassenprüfer

Olaf Keese
Dr. Jürgen Simon

# Fulbright Alumni Regional

## Alle Aktivitäten im kurzen Überblick

### Berlin

Seit Beginn dieses Jahres ist auch die Regionalgruppe Berlin aktiver geworden. So trifft man sich jeden ersten Montag im Monat um 20 Uhr in der Weinstube "Knipperle", Barbarossastr. 39 (Ecke Landshuter Str.) in Berlin 30. Auch gemeinsame Kino- und Theaterbesuche (Filme bzw. Stücke in "original version") standen bisher auf dem Programm.

Über die erste größere Eigenveranstaltung der Berliner Fulbrighter schrieb uns Dagmar Hovestädt: "Am 8.6. hatten wir als Regionalgruppe Berlin der Fulbright Alumni einen Abend im Clubhaus der FU Berlin veranstaltet. Dazu hatten wir mit Hilfe der Auslandsämter der TU und FU einige Ex-Fulbrighter, DAADler und auch viele Zukünftige eingeladen. Wir hatten ein kaltes Buffet organisiert, am Ausschank gab es Wein, Bier und Soda, und natürlich viel Unterhaltung; zur Unterstützung derselben eine kleine Performance über die USA und die englische Sprache. Insgesamt waren ca. 70 Leute gekommen."

Trotz der vielen Alumni-Mitglieder in Berlin - die Stadt an der Spree hält einen souveränen 2. Platz hinter dem Rhein-Main-Gebiet - ist die Beteiligung an den regulären Aktivitäten (z.B. Stammtisch) durchaus noch steigerungsfähig. Als Kontaktpersonen für Berlin stehen Werner Schmidt (Tel. 030/6876125), Stefan Wrobel (Tel. 030/6919779) und Dagmar Hovestädt (Tel. 030/6936376) zur Verfügung.

Johannes Müller

### Hamburg

Seit Oktober treffen sich die ehemaligen Fulbrighter aus dem Hamburger Raum regelmäßig. Neben den monatlichen Stammtischrunden haben wir schon einige Sonderveranstaltungen organisiert. Dazu gehörte im Januar ein Vortrag von Herrn Michael von Sperber, Partner bei Arthur Andersen, der über Direktinvestitionen deutscher Firmen in den USA sprach.

Im Mai veranstalteten wir gemeinsam mit dem Amerika Haus einen Gastvortrag von Mr. William Small, Professor of Communication und ehemaliger President von NBS News und UPI. Unter dem Motto "American Journalism Today" gab Mr. Small einen Überblick über die amerikanische Medienlandschaft sowie eine ganze Reihe illustrativer Insider-Stories.

Als nächste Veranstaltung planen wir einen Besuch des amerikanischen Generalkonsulats in Hamburg, einen Vortrag von Dr. Töne von der Führungsakademie der Bundeswehr über die US-Europäischen Beziehungen und Sicherheitsinteressen sowie einen Vortrag über private Medien in der Bundesrepublik mit einem Vertreter von SAT 1.

Neben diesen Veranstaltungen zeichnet sich die Hamburger Gruppe auch dadurch aus, daß wir uns privat beispielsweise zu Dia-Abenden und Parties treffen. Unser Stammtisch findet seit einigen Monaten nicht mehr im etwas abgelegenen Witthüs, sondern in der Weinstube Lehmitz in der Faberstraße, Hamburg-Elmsbüttel, jeweils am ersten Donnerstag des Monats um 20.00 Uhr statt.

Antje Fassbender

### Ruhrgebiet-Westfalen

Seit geraumer Zeit ist der Start des Regional-Chapters Ruhrgebiet-Westfalen geplant, ja die Startblöcke sind schon aufgestellt, nachdem sie nach einem Fehlstart zu Beginn des Jahres 1988 vorübergehend wieder eingepackt worden waren. Grund für den vorläufigen Abbruch des ersten Startes war schlicht die geringe Ressonanz. Der Ursachen dafür mag es viele gegeben haben. Vielleicht waren es die widrigen Wetterbedingungen an beiden Terminen (Das Wetter war wirklich miserabel!).

Der Blick nach vorne ist aber wichtiger. Ein erneuter Start ist für die zweite Oktoberwoche geplant (voraussichtlich am 13.10. in Bochum, am 16.12. in Münster, danach alle 2 Monate). Alle im Postleitzahlgebiet 4... lebenden Alumni werden möglichst bald benachrichtigt.

Verständlicherweise liegen bislang wenig Pläne über weitere Aktivitäten vor. Ich hoffe aber, daß sich dieses nach der Konstituierung der Gruppe rasch ändern wird, zumal ich nach den Gesprächen während der letzten Treffen in Frankfurt ein verstärktes Interesse an der Vereinarbeit feststellen konnte.

Karl-Walter Florin

### Köln - Bonn - Aachen

Frankfurt, 1. Pow-Wow, Juni 1987: Die Idee regionaler Zusammenkünfte von Alumni nach dem Vorbild des Sachsenhausener Stammtischs stößt auf allgemeine Zustimmung bis Begeisterung. Begeisterung, die fünf Monate lang bei keinem der Begeisterten konkreten Handlungsbedarf hervorruft.

Siebengebirgssaal, Beethovenhalle Bonn, November 1987: Dank der Initiative von Jürgen Mulert treffen sich erstmals Fulbrighter aus dem Aachen-Köln-Bonner Dreieck, um sich erst einmal zu "beschuppieren".

Einen Tag später, ein kleines Kunst-Café am Kölner Eigelsteintor: Parallel haben Ines Hock und Andreas Langer zur Gründung eines Fulbright Alumni Nucleus Köln (Fu.N.I.) eingeladen - mit erfreulichem Zulauf. Die "Bilder aus Amerika" werden heute ausnahmsweise von Ines moderiert, die in diesem Café Arbeiten aus ihrem Fulbright-Jahr ausstellt.

Statt fortan parallel Treffen in Köln und Bonn abzuhalten, einigt man sich darauf, abwechselnd in der Bundes- und Kölschhauptstadt zu tagen. Nach Treffen in einschlägigen historischen Wein- und Brauhäusern werden für die Zukunft Etablissements mit konkreterem Amerika-Bezug gesucht: Ein amerikanisches Duo in einer Bonner Jazz-Kneipe wurde ebenso von uns heimgesucht wie eine (fast) authentische mexikanische Bar. Es existieren Vorschläge, sich demnächst einmal in die Botschaft oder angegliederte Areale in Bonn einzuladen, um gemeinsam wieder Peter Jennings (oder vielleicht sogar David Letterman??) anzusehen. Das Gerücht, demzufolge CNN über Satellit live in die Lobby eines namhaften amerikanischen Hotels in Köln ausgestrahlt wird, hat sich leider

als Ente erwiesen. Aber Licht ist in Sicht: Ab Dezember werden amerikanische Sender tatsächlich in mindestens einem Kölner Hotel zu empfangen sein. Noch keinen Appetit auf commercials, Wheel-of-Fortune, Sixty Minutes etc.? Wir bleiben am Ball.

Um dem falschen Eindruck zu begegnen, Köln-Aachen-Bonner Fulbrighter trafen sich immer nur zum Tratschen und Trinken, sei an dieser Stelle auf den bisherigen kulturellen Höhepunkt unserer regionalen Meetings hingewiesen: Als bekannt wurde, daß im Kölner Wallraf-Richartz-Museum eine Kunsthistorikerin aus Philadelphia mittels Infrarotphotographie die Entstehungsgeschichte mittelalterlicher Sakralkunst rekonstruiert, konnte diese Referentin spontan für eine kombinierte Kunst-Kölsch-Konferenz gewonnen werden. Wer immer schon einmal wissen wollte, wodurch sich die dem sehenden Auge durch Farbe verdeckten Bleistift-Skizzen des "Meisters der Heiligen Sippe" von denen weniger erfolgreicher Zeitgenossen unterscheiden: Lesa Mason is the person to ask!

Die Aachener Außenstelle ist bei der Organisation und Teilnahme alkoholfreier Veranstaltungen besonders aktiv: Kontakte mit den niederländischen und belgischen Fulbright Alumni wurden bereits durch Matthias Stecher etabliert. Über ihn wurden wir von den Belgiern eingeladen, an ihrem diesjährigen Jahrestreffen in Gent mit Kul-Tour und Dinner teilzunehmen. Schade, daß aufgrund des ungünstigen Termines unsere Teilnahme eher bescheiden war. Vielleicht klappt's im nächsten Jahr?

Mitte Mai führten Michael Gilge und Matthias Stecher in Zusammenarbeit mit dem Auslandsamt ein Informationstreffen für USA-willige Studenten durch - eine gute Gelegenheit, vor etwa 50 Leuten persönliche Erfahrungen und Ansichten (auch in Form von Dias) zu vermitteln. Das diesjährige Returnee Meeting wird ja ebenfalls in Aachen stattfinden, so daß die Außenstelle Aachen schon nicht aus dem Trab kommen wird. (Schön wäre es nur, alle Aachener auch häufiger in Köln oder Bonn zu sehen!!)

Nachdem sich die Fulbrighter hier im Raum gegenseitig kennengelernt haben (und, wie es Sinn eines Networks ist, sich auch außerhalb "offizieller" Termine treffen), sind für die Zukunft zunehmend Veranstaltungen mit Externen (Amerikanern, Studenten u.ä.) geplant.

Wer nach diesem kurzen Überblick Interesse an den Aktivitäten des NRW Regional Chapter gewonnen hat (oder vielleicht auf dem regionalen Verteiler fehlt), sollte Kontakt aufnehmen mit Sabine Dietrich, Adolfstr. 14, 5300 Bonn 1, Tel. 0288 / 65 77 62.

Juliane Kronen

## Fulbright Alumni Senior

Wie allgemein bekannt, wurde das Fulbright Programm kurz nach dem 2. Weltkrieg ins Leben gerufen. Demzufolge gibt es eine ganze Menge älterer Alumni, von denen einige auch schon mit uns Kontakt aufgenommen haben. Dr. Helga Shroff, Professorin für Sinologie, 1985 in den USA, möchte den Austausch der "älteren Semester" untereinander gerne aktivieren. Interessenten wenden sich bitte an die Zentrale in Frankfurt.

## Frankfurt

Seit nunmehr fast zwei Jahren trifft man sich in Frankfurt am selben Ort zur selben Zeit. Die "Atschel", zu deutsch "Elster", ist ein - fast - typisches Frankfurter Apfelweinlokal mit ausgezeichneter Elsässer Küche und einem kleinem Garten. Die Bedienung hat sich an uns gewöhnt (vielleicht ist's auch umgekehrt). Zu Anfang wurde uns auf die Frage nach dem reservierten Fulbright-Tisch ein Tisch ausgedeutet mit dem Hinweis, Herr Fulbright sei leider noch nicht da, was wir natürlich sehr bedauert haben.

Trotzdem finden sich meist 10,15, manchmal 20 Leute zusammen, seit über einem Jahr auch schon ohne die telefonische Erinnerung, daß s-c-h-o-n w-i-e-d-e-r ein Erster Donnerstag stattfindet. Ganz enthusiastische Alumni kommen sogar aus Mainz, Wiesbaden, Heidelberg oder gar Würzburg angereist, um mit netten Leuten in Frankfurt einen Ebbelwoi zu trinken. Unserem Würzburger Kollegen ist's auf Dauer wohl doch zu anstrengend, er zieht demnächst nach Frankfurt.

Ansonsten kennt man sich so langsam, geht in kleineren Formationen auch mal ins "English Speaking Theater" oder trifft sich im Amerika Haus. Vorträge zur amerikanischen Politik, zu Kultur und Wirtschaft, kürzlich eine Podiumsdiskussion zu "Fernsehgesellschaft und Massenmedien", bieten eine breite Basis für angeregte Diskussionen. Auch wurden erste Kontakte zu einem deutsch-amerikanischen Freundschaftsclub geknüpft, in dem Johannes Müller seit über einem Jahr Secretary ist. Amerikanische Soldaten und Deutsche treffen sich bei Budweiser und Country Music und planen gemeinsame Freizeitaktivitäten.

Unabhängig davon trifft man sich hin und wieder zum Frühstück, um die Arbeit am und im Verein voranzutreiben; nicht nur Leute, die auf der Mitgliederversammlung gewählt wurden, sondern auch viele Freiwillige. Man plant Veranstaltungen, redigiert Manuskripte, beantwortet Fan-Post und kümmert sich um die Datenverarbeitung. Hier hat sich Bernd Wagner unentbehrlich gemacht, sowohl beim DeskTopPublishing als auch als Retter in der Not bei diversen Computerabstürzen. Viele begeisterungsfähige Mitglieder haben schon ganze Abende damit verbracht, die notwendigen Daten einzugeben - eine sehr zeitaufwendige Angelegenheit.

Ein weiterer Schwerpunkt der vielfältigen Aktivitäten in Frankfurt betrifft das liebe Geld, ohne das der Verein nicht leben könnte. Johannes Müller kümmerte sich um die Akquisition von Spenden, Olaf Keese und Stephan Siemer verschafften dem Verein ein zusätzliches Polster durch die Vermittlung von Anzeigen für den FRANKly. Höhepunkt bildete eine Veranstaltung im Amerika Haus: "Fulbright Alumnie.V. sponsoring the Side Street Strutters", eine Original Dixieland Jazz Band mit unheimlich gutem Sound. Das Amerika Haus stellte die Räumlichkeiten, das Honorar und den Wein, Stephan Siemer machte den Conferencier, der Verein übernahm Room and Board. Und da just zu dieser Zeit messebedingt im Umkreis von 150 km kein Hotel aufzutreiben war, wurden die Musiker kurzerhand privat untergebracht. Ein herzliches Dankeschön an Sigrid Herr, Gabriele Steck-Bromme und Hilmer Goedeking. Und unser ganz besonderer Dank nochmals an Consul Johnson und Dr. Horst Richter vom Amerika Haus, die den Verein mit dieser Veranstaltung sehr unterstützt haben.

Leider hat unser Beirat Consul Thomas F. Johnson Deutschland Ende Juli wieder verlassen. Er hat sich um den Verein sehr verdient gemacht - mit Rat und Tat, mit der Organisation von "Kamingesprächen", wo einige Fulbrighter mit herausragenden

Persönlichkeiten aus Politik und Wirtschaft bekannt gemacht wurden, nicht zu vergessen das Thanksgiving Dinner, das mittlerweile schon fast zur Institution wurde. Zu seinem Abschied gab es eine große Farewell Party. Und er nahm sich die Zeit, den Frankfurter Vorstand mit dem neuen Consul, Craig Springer, bekannt zu machen. Wir hoffen alle, daß unser gutes Verhältnis zum Generalkonsulat und zum Amerika Haus weiterhin fortbesteht.

Ansonsten werden Studenten beraten und auf ihren Amerika-aufenthalt vorbereitet, und zwar sowohl die, die sich aufgrund von Zeitungsberichten privat an uns wenden, als auch in Zusammenarbeit mit dem Amerika Haus und der deutsch-amerikanischen Gesellschaft.

Es gibt viel Arbeit. Daher brauchen wir den Nachwuchs, der noch nicht in eine 40 oder gar 60 Stunden Woche eingebunden ist. Aber auch das Vergnügen wird nicht zu kurz kommen. Also auf zum Stammtisch, jeden ersten Donnerstag im Monat, 19.30 Uhr, in der "Atschel", Wallstraße 7 in Frankfurt Sachsenhausen. Ein Tisch für Fulbright ist reserviert, auch wenn Herr Fulbright nicht selbst kommt.

Antje Hildebrandt

## Stuttgart

Am 10. Juni konnten wir endlich den schon lange geplanten Regionaltreff in Stuttgart ins Leben rufen. Zu dieser ersten Begegnung fanden sich 13 Alumnae im Künstlercafe bei Jahn am Schloßplatz ein. Das Motto war "den Staub (bei manchen nur eine Patina) unserer Stipendium-Erfahrungen" aufzuwirbeln und den kulturellen Austausch untereinander und mit den Amerikaner weiter zu intensivieren.

Zunächst stand im Vordergrund, sich kennenzulernen und eine erste Resonanz zu weiteren "Get-togethers" zu sammeln. Wir konnten dabei feststellen, daß Stuttgart und Umgebung viele mehr oder weniger verborgene Schätze wie Gartenwirtschaften, Kneipen, aber auch abwechslungsreiche Veranstaltungen bereithält, so daß selbst "Eingeborene" wertvolle Tips während unseres Treffens erhielten. Großes Interesse bestand an einem Austausch von Adressen, damit neu zugezogenen Stuttgartern die Wohnungssuche erleichtert und eine schnellerer Akklimatisierung durch Kontakte mit der schwäbischen Mentalität erreicht werden.

Wesentliche Impulse für den lokalen Kulturaustausch erhoffen wir uns von der Initiative eines jeden Fulbright Alumnae. Hier bieten sich z. B. in bezug auf Gastreferenten, Kontakte oder Veranstaltungen vielfältige Möglichkeiten.

Eine Adressenliste soll hierbei den "Initiatoren" helfen, kurz in einer Art Schneeballsystem weitere Interessenten für sein oder ihr jeweiliges Vorhaben zu finden. Um vielen die Möglichkeit zu bieten, lokale Adressenlisten zu erhalten, haben wir bis Oktober im Künstlercafe zwei Termine reserviert. Weiterhin hoffen wir auch auf junges Fulbright-Blut, das aus Amerika wieder in die Bundesrepublik zurückgekehrt ist.

Wolfgang Braun

## München

### Erfahrungsbericht "Regionalgruppe Süd" oder: Wie sag ich's meinen Fulbright Kollegen?

Nach mehreren erfolgreich verlaufenden Treffen des Fulbright Alumni e.V. in Frankfurt, zugegebenermaßen unter starkem Einfluß w-i-c-h-t-i-g-e-r Leute aus dem Frankfurter Milieu, hatte es die Münchner gepackt, auch etwas zur Erhaltung des "Spirit of the States" beizutragen. Konnte man doch interessante Erscheinungen in Frankfurt kennenlernen, Gedanken und Erfahrungen austauschen oder nachdenkenswerte Vorträge von Vertretern der Politik, Wirtschaft und Kultur hören.

Ein kleines Häuflein machte sich noch in Frankfurt daran, gleich beim ersten Treffen vor einem Jahr, die große Schar der in München lebenden ehemaligen Fulbrighter zu einen, an einen Stammtisch zu führen, und Freude sollte sein immerdar!

Doch der fromme biblische, ich rede hier vom Wunsch, war einfacher gedacht als ausgeführt. Zunächst traf man sich in einer griechischen Kneipe im Westend, doch da wurden die Gehsteige um 9h 30 hochgeklappt, dann versuchte man es im Flaucher - nicht einfach in Anbetracht des Regens, der wochenlang aus Kübeln herunterzufallen schien. Später kam noch eine nette, kleine Pinte in Schwabing dran, doch da platzte jäh das zweite Treffen in Frankfurt herein. Nun versuchten es "die Münchner" frontal: Haidhausen, Hofbräukeller, Innenstadt, Biergarten! Klang gut, diese Mischung aus Großstadtaflair und bairischer Gemütlichkeit. Doch leider war bei der Dramaturgie ein kleiner Regiefehler unterlaufen: Selbst einen waschechten Münchner zieht es mindestens einmal pro Jahr mit Sicherheit aus seiner geliebten Stadt hinaus, nämlich zur Urlaubszeit. Und wie diese Urlaubszeit tobte, erfuhr der Autor dieser Zeilen - und verhinderter Arrangeur des 1. Biergartenstammtischs für Fulbrighter - als er mutterseelenallein mit dem Erkennungszeichen inmitten des randvollen Biergartens saß und versuchte, noch ein paar Plätze längere Zeit freizuhalten... Das Erkennungszeichen deutlich auf dem Tisch, eine herrlich bunte, mittelgroße Plastik-Mickeymouse, wurde immer wieder gefragt, ob noch frei sei. Gegenfrage: Seid's Ihr Fulbrighter? Antwort: Naa! Gegenantwort: Dann is da leider b'stetzt! Frage: Wos soi denn dia Mickimaus do? Entnervte Antwort: I bin a russischer Spion vom Gorbi und dös is moi Erkennungszeich'n. Leider ging die gaudige Geschichte schon bald zu Ende, nachdem wirklich keiner kam, der fernmündlich oder mit einfachen Handzetteln informiert wurde. Es waren eben alle in Urlaub. Der Lernprozeß war abgeschlossen!

Der neuerliche Anlauf, einen Stammtisch im Hofbräukeller, in der inneren Wiener Straße - München Haidhausen -, "anzuleiern", ist also wieder in vollem Schwange. Diesmal wurden über direkte mailings (so sagt man auf Neudeutsch) über 60 Einladungen verschickt. Am 27. September 1988, um genau 19.00 Uhr, soll es losgehen. Diesmal offiziell und hoffentlich mit etwas größerer Beteiligung. Was dann auf dem Stammtisch geschah, wie viele kamen und welchen "Tratsch" man hatte ... demnächst im FRANKly.

Joachim Wahlich

<p>Wir trauern um Regina Boguschewski aus Bielefeld, Fulbright Alumna 1985-87. Sie kam am 14. Dezember 1987 ums Leben.</p>
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## Geringe Zahlungsmoral bei Mitgliedern

**Gerüchten zufolge soll der Schatzmeister von Weinkrämpfen geschüttelt sein**

Die Mitgliederzahl unseres Vereins hat im Verlauf des Jahres 1988 eine erfreuliche Aufwärtsentwicklung genommen. Zugleich haben sich unsere Aktivitäten erheblich ausgeweitet; man denke hierbei nur an unsere erste Fulbright Alumni Fachtagung in Mannheim, die die Zahl unserer bundesweiten Veranstaltungen auf drei pro Jahr erhöht hat.

Gleichwohl ist die Expansion unserer Mitgliederzahl und unserer Aktivitäten mit Kosten verbunden, die der Verein nur tragen kann, wenn er über die erforderlichen Einnahmen verfügt. Wichtigste Einnahmequelle für uns sind die Mitgliedsbeiträge und Spenden. Der **Mindest-Mitgliedsbeitrag** (DM 30,-) ist bewußt niedrig angesetzt, um den Mitgliedern, die noch studieren, ein nicht zu großes Opfer abverlangen zu müssen. Viele unserer Mitglieder haben im vergangenen Jahr mehr als DM 30,- überwiesen. Die Regelung mit dem nach oben offenen Mitgliedsbeitrag hat sich also generell bewährt.

Leider hat ein großer Teil der Mitglieder - insbesondere der "Alt-Mitglieder", die dem Verein 1986 und 1987 beigetreten sind - die Überweisung des Mitgliedsbeitrags für 1988 bislang nicht vorgenommen. Von den derzeit 412 Mitgliedern (Stand 6.10.1988) haben 167, das sind knapp 40% !!!!), noch nichts für 1988 überwiesen. Dies bedeutet, daß dem Verein dadurch bislang mind. DM 5.010,- (167 x DM 30,-) in der Kasse fehlen.

Aus meiner Erfahrung als Schatzmeister weiß ich, daß viele von Euch sich nicht sicher sind, ob sie für das laufende Jahr den Mitgliedsbeitrag bereits gezahlt haben. Falls Ihr im Zweifel seid, ruft am besten einfach bei mir an (Tel. 069/51 68 65).

Bitte überweist Euren Mitgliedsbeitrag für 1988 noch in diesem Jahr, da wir Euch nur dann eine entsprechende steuerabzugsfähige Spendenbescheinigung für 1988 ausstellen können. Unsere Bankverbindung: Fulbright Alumni e.V., Kto: 5478 85-600, PGiroA Frankfurt, BLZ 500 100 60

Die Frankfurter Zentrale wird sich bemühen, die Spendenbescheinigungen für 1988 in den ersten 6 Wochen des neuen Jahres auszustellen und Euch zuzusenden. Da der Fulbright Alumni e.V. vom Finanzamt als gemeinnützig anerkannt ist, könnt Ihr die an den Verein gezahlten Mitgliedsbeiträge und Spenden von der Steuer im Rahmen Eures Lohnsteuer-Jahresausgleichs bzw. Eurer Einkommenssteuer-Eklärung absetzen.

Johannes Müller

## Fulbright Alumni Honor Roll of Contributions

In Anlehnung an unsere amerikanischen Alumni-Vorbilder beschloß der Vorstand des Fulbright Alumni e.V., unsere zahlungskräftigen Mitglieder und Förderer besonders zu würdigen. Natürlich werden wir vor einer Veröffentlichung die Genehmigung der Spender einholen. Vielleicht ist diese Hervorhebung für den einen oder anderen auch eine Anregung, den Verein mehr als bisher zu unterstützen oder die Kontakte zu potentiellen Sponsoren herzustellen.

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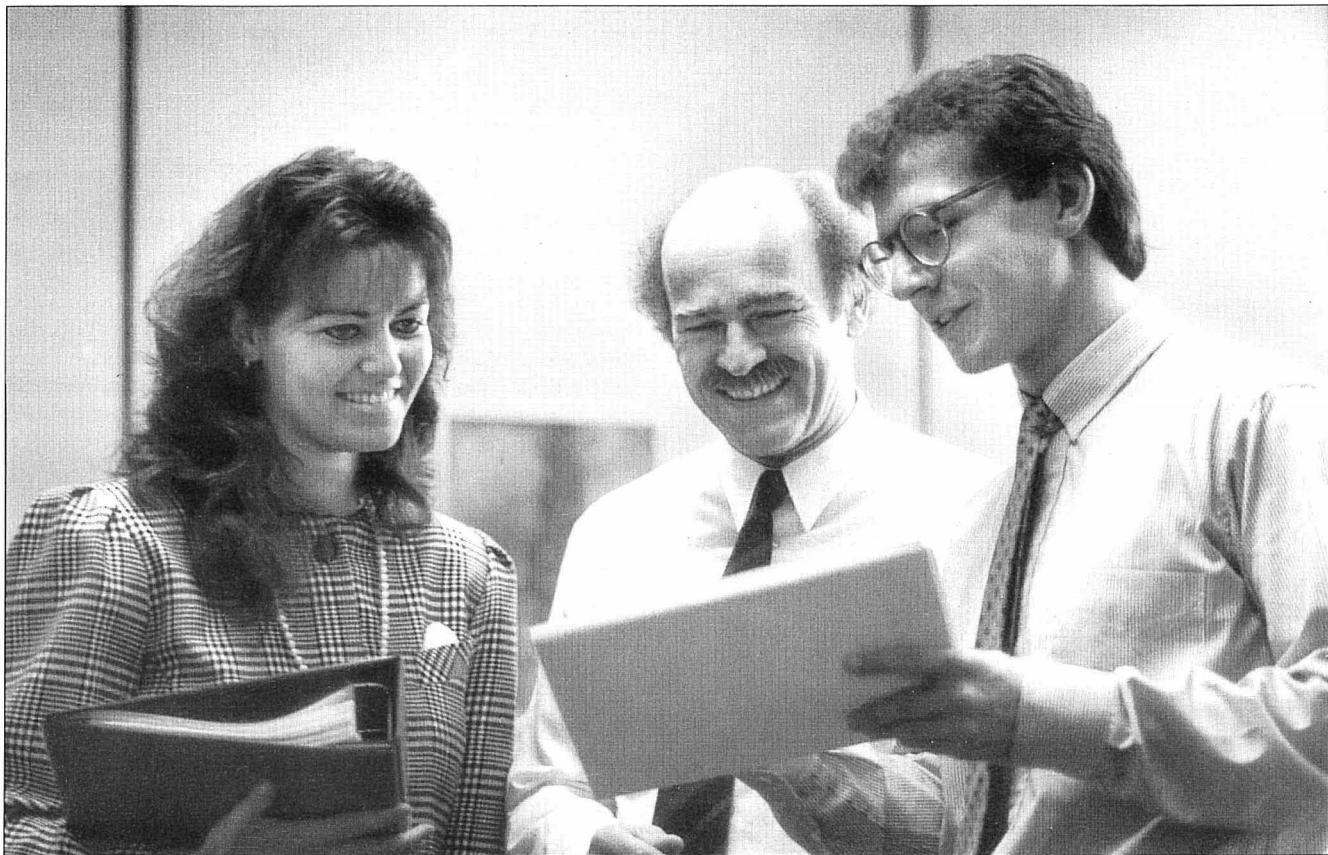
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# Unternehmenskulturen im Vergleich

## 1. Fulbright Alumni Fachtagung in Mannheim

Zur ersten Fulbright Fachtagung fanden sich am Samstag, den 23. April 1988 ca. 130 Fulbrighter und interessierte Gäste an der Universität Mannheim ein. Thema dieser Veranstaltung war der Vergleich von Unternehmenskulturen in den USA und der Bundesrepublik Deutschland.

Prof. Dr. Eduard Gaugler, Dekan der Fakultät der Betriebswirtschaftslehre, eröffnete die Tagung. Consul Thomas F. Johnson, Leiter der Kultur- und Presseabteilung des amerikanischen Generalkonsulats in Frankfurt, und Beirat des Fulbright Alumni e.V. hieß alle Fulbrighter und Gäste herzlich willkommen.

Im Anschluß daran ging es in den Vorträgen von Prof. Lane, Consul Boam und Prof. Kieser um grundlegende Aspekte der Unternehmenskultur. Diese mehr theoretische Seite wurde durch die Präsentation der Unternehmenskulturen von 5 Firmenvertretern ergänzt. Anschließend wurden im Rahmen einer Podiumsdiskussion Fragen aus dem Publikum erörtert.

Eine Weinprobe im Weingut Holz Weißbrodt rundete den Tag ab. Am Sonntag empfing die Stadt Mannheim, vertreten durch Prof. Dr. Egon Jüttner, die Tagungsteilnehmer im Rittersaal des Schlosses.

Im folgenden sollen hier zunächst kurz die Vorträge sowie die Präsentationen der Firmenvertreter zusammengefaßt werden. Im Anschluß daran sind die Vortragstexte in voller Länge abgedruckt.

### Zusammenfassung der Vorträge

#### Prof. Dr. Henry Lane, University of Ontario, Kanada: "The American View of Corporate Culture"

Prof. Lane eröffnete die Vortragsfolge mit seinem Referat über "The American View of Corporate Culture". In seinen Reflektionen gab Professor Lane zahlreiche persönliche Eindrücke und Erfahrungen wieder und charakterisierte die Kultur eines Unternehmens als erlernt, mit anderen geteilt, strukturierend und stabil. Erstellte deutlich heraus, daß es keine allgemeingültige Unternehmenskultur in Nordamerika gibt und daß insbesondere die Einbettung in das gesellschaftliche Umfeld eine wichtige Rolle für deren Ausprägung darstellt. In diesem Zusammenhang nahm Professor Lane eine interessante Gegenüberstellung von amerikanischen, japanischen und deutschen Unternehmensphilosophien und Denkweisen vor. Durch die in Amerika bis vor kurzem vorherrschende Ausrichtung an kurzfristigen Zielsetzungen und Ergebnissen resultiert eine enge Verbindung zwischen der allgemeinen "American Corporate Culture" und dem "American Corporate Decline". Allerdings scheint sich - nach Beobachtungen Professor Lanes - hier langsam ein Wandel abzuzeichnen.

#### Consul Thomas Lee Boam, Leiter des Auswärtigen Handelsdienstes, Amerikanisches Generalkonsulat Frankfurt am Main: "German and American Corporate Culture in Comparison"

Zu Beginn seines Vortrags über "German and American Corporate Culture in Comparison" gab Consul Boam einige Beispiele für Unternehmenskulturen in den USA, Deutschland und Japan. Dabei verdeutlichte er, daß deutsche Unternehmen zwar qualitativ hochwertige Produkte herstellen, diesen Qualitätsaspekt ihren Kunden gegenüber allerdings nicht deutlich genug hervorheben. Consul Boam erläuterte vier Grundtypen der Unternehmenskultur: eine "management culture", eine "financial culture", eine "market culture" und eine "employee culture". Diese vier Kategorien, die in jedem Unternehmen zusammen, wenn auch in unterschiedlichen Ausprägungen anzutreffen sind, beschrieb er durch zahlreiche gegensätzliche Begriffspaare, wie zum Beispiel "capitalist versus reactionary-socialist", "mother-dominant versus father-dominant" und "customer-driven versus product-driven". Obwohl Unternehmenskulturen über Unternehmenserfolg und -mißerfolg mitentscheiden, läßt sich ihre Herausbildung kaum steuern. Unternehmenskultur ist nach den Worten von Consul Boam etwas, das ein Unternehmen bekommt - ob sie so gewollt wird oder nicht.

#### Prof. Dr. Alfred Kieser, Universität Mannheim: "Unternehmenskultur aus deutscher Sicht"

Prof. Kieser erweiterte das Verständnis über den Begriff Unternehmenskultur, indem er mehrere abgrenzende, präzise Definitionen unternahm. Er beschrieb den Kern einer Unternehmenskultur als Grundwert, wenn nicht sogar Philosophie eines Unternehmens, der sich unter anderem in gemeinsamen Werten, Geschichten, Ritualen und im Führungsverhalten offenbart. Als wichtigste Funktion der Unternehmenskultur stellte er die Bildung eines allgemein akzeptierten Bezugssystems heraus, das die Kommunikation innerhalb des Unternehmens erleichtert, Komplexität reduziert und auf die formale Organisationsstruktur einwirkt. Die vorher dargestellten Merkmale und Funktionen wurden zum Abschluß in anschaulicher Weise am Beispiel von Innovationsverhalten erläutert.

## Präsentationen der Unternehmensvertreter

### Geschäftszweck, Größe, Tätigkeitsspanne und Führungsgrundsätze

#### BASF AG, Ludwigshafen

**Dr. Bernhard Rieder, Leiter der Abteilung Corporate Identity, Unternehmenswerbung**

In seiner Analyse behandelte Dr. Rieder insbesondere den Bezug zwischen den sehr differenzierten Tätigkeitsfeldern des Unternehmens und den Wertvorstellungen als Teil der Unternehmenskultur.

Die BASF AG ist ein international tätiges Unternehmen der Chemie, das 1987 weltweit mit über 130.000 Mitarbeitern einen Umsatz von 40,2 Mrd DM erzielte. Die Arbeitsgebiete sind weit gefächert und reichen von chemischen Grundprodukten bis zu Arzneimitteln. Vor diesem Hintergrund wird die Bedeutung der umspannenden naturwissenschaftlich-technischen Grundorientierung des Unternehmens verständlich. Einen besonderen Stellenwert für das Unternehmen nimmt der Aspekt der sozialen und gesellschaftlichen Verantwortung ein.

Durch die weltweit ausgerichtete Geschäftsstrategie der BASF wird sich der internationale Charakter der Arbeitsgebiete weiter vergrößern. Dies bleibt nicht ohne Auswirkung auf die Ausbildung der Mitarbeiter und die Prägung des Unternehmens.

#### Hewlett-Packard GmbH, Böblingen

**Harald Reichert, Personalleiter Vertriebszentrale Frankfurt**

Hewlett-Packard ist ein bedeutendes Unternehmen der Datenverarbeitung und elektronischen Meßtechnik. Mit weltweit 82.000 Mitarbeitern erzielte das Unternehmen einen Gesamtumsatz 1986 von 7,1 Mrd DM. Die Hewlett-Packard GmbH, Böblingen, ist die größte Tochter des Konzerns. Der Umsatz erreichte 1986 fast 2,5 Mrd DM, das Unternehmen beschäftigt über 4.800 Mitarbeiter.

Zu den Grundprinzipien der Unternehmensführung gehört die Achtung der Persönlichkeit. Der Mitarbeiter wird als das größte Vermögen des Unternehmens gesehen. Entsprechend stehen partnerschaftliche Zusammenarbeit, Offenheit und informeller Umgang bei HP im Vordergrund.

Wesentlicher Bestandteil des Firmenstils ist MbO (Management by Objectives). Entsprechend stehen organisatorisch Profit Center im Vordergrund.

Sehr deutlich wird die Unternehmenskultur von HP im Führungsstil. Die formelle Hierarchie ist wenig ausgeprägt. Der Umgangston ist locker, kumpelhaft und orientiert sich an der Lösung von Problemen. Dies führt zu dem sogenannten "Management by walking around". Deshalb setzt HP auf flexible Arbeitszeit, Selbstverwirklichung, Kreativität, Eigeninitiative, Gleichbehandlung und Mitverantwortung aller Mitarbeiter.

#### Bertelsmann AG, Gütersloh

**Joachim Bieker, Leiter der Management Entwicklung im Vorstandsstab Personal, Geschäftsbereich elektronische Medien**

In seiner Präsentation ging Herr Bieker kurz auf die Entwicklung des Unternehmens und der Geschäftsstrategie ein. Besonders intensiv stellte er das partnerschaftliche Unternehmenskonzept und dessen Beziehung zur Firmenkultur dar.

Das Unternehmen stieg nach dem 2. Weltkrieg vom kleinen Verlag zur größten internationalen Mediengruppe auf mit einem Umsatz 1987 von 10,5 Mrd DM und über 42.000 Mitarbeitern. Gerade in den letzten Jahren wurde das Geschäft in den Vereinigten Staaten durch Akquisitionen erheblich ausgeweitet, was den internationalen Charakter des Unternehmens weiter verstärkt.

Im Vordergrund der Firmenphilosophie von Bertelsmann steht der unternehmerische Gedanke im Rahmen eines umfassenden Unternehmenskonzeptes. Arbeiter und Angestellte verstehen sich als Partner im und des Unternehmens. Auf diesem Konzept baut das Modell "Gewinnbeteiligung und Vermögensbildung Bertelsmann" auf.

Im Hinblick auf die Leitung des Unternehmens stehen partizipative Führungsgrundsätze im Vordergrund. Die strategischen Geschäftseinheiten operieren als eigenverantwortliche "Profit Center", die nicht nur am Erfolg gemessen werden, sondern auch daran teilhaben.

Trotz eines durchaus geförderten internen Wettbewerbs wird Fehlschlägen gegenüber Toleranz bewiesen - denn unternehmerisches Verhalten, das von Bertelsmann-Mitarbeitern erwartet wird, bedeutet eben auch das Eingehen von Risiken. Das Setzen eigener Ziele und deren Realisierung kann einen schnellen Aufstieg nach sich ziehen.

#### BMW AG, München

**Dr. Ludwig Reichart, Leiter der Personalentwicklung**

Mit fast 17,5 Mrd DM Umsatz in 1986 und über 58.000 Mitarbeitern ist die BMW AG ein weltweit bedeutendes Automobilunternehmen. Die Ausstrahlung der Firma und die Unternehmenskultur ist durch die Produkte geprägt. Die Identifikation mit dem Produkt und die davon ausgehende Faszination bestimmen das Unternehmen und die Einstellung der Mitarbeiter.

Aufgrund dieser sehr stark automobilorientierten Ausrichtung wird das Unternehmen von Männern mit technischer Ausrichtung geprägt. In Unternehmensgesprächen in firmeneigenen Schulungshäusern wird partizipativ die Unternehmenskultur weiterentwickelt.

## Security Pacific National Bank, Frankfurt am Main

**Robert G. Fehlman, First Vice President, General Manager, Mitglied der Fulbright-Kommission**

Die Security National Pacific Bank ist eine bedeutende amerikanische Bank, die in den Vereinigten Staaten hauptsächlich an der Westküste vertreten ist. Aufbauend auf der amerikanischen Basis steht die Betonung der Selbstverantwortung, des individuellen Leistungsbeitrags, der Leistungsbelohnung sowie des internen Wettbewerbs im Vordergrund. Das Unternehmen gibt dabei den Rahmen für die Einzelleistungen vor (MbO).

Die Bank setzt großes Vertrauen in die Fähigkeiten des Einzelnen und sein Vermögen, sich selbst realistische Ziele zu setzen. Die mehr individuelle Komponente wird ergänzt durch hohe innerbetriebliche Transparenz und eine Förderung der Teamarbeit. Gerade im Bankgeschäft kommt es auf eine wirkungsvolle Zusammenarbeit aller Mitarbeiter an.

Im Vergleich zu den USA ergeben sich in der Bundesrepublik Unterschiede, was die Akzeptanz der ungezwungenen innerbetrieblichen Atmosphäre sowie das Teamwork angeht, denn es vollzieht sich nicht mit der gleichen anfänglichen Selbstständigkeit.

Olaf Keese, Stephan Siemer

## Understanding Different Cultures

**Consul Thomas F. Johnson, Leiter der Kultur- und Presseabteilung des amerikanischen Generalkonsulats in Frankfurt und Beirat des Fulbright Alumni e.V.**

Your leadership has really put together a very impressive program today, and I admire and applaud their efforts. It's always pleasant for this old America House Director to attend a seminar which someone else has organised and for which he is really not responsible. I am pleased to see that you successfully recruited my distinguished colleague Lee Boam, who will speak to you next. Mr. Boam came here today in the company of my colleague Susan Elbow, who herself was once a successful manager and businesswoman before joining the Foreign Service.

Your topic I think is as interesting as it is relatively important. As former Fulbrighters you are an elite - I know: I have participated in the Fulbright selection panels many times and on one occasion we rejected all the applicants as being unworthy. During your sojourns in the United States you have gained valuable experiences, including your exposure to what must have seemed an exotic mixture of cultures. You have witnessed and perhaps been frustrated by these cultures. You have seen the differences there exist between our two cultures. It is my belief that these subtle cultural differences often make the difference between success and failure, not only in diplomacy but also in business. Some of the most important insights you gained are of course by your excellent knowledge of a foreign language. And nothing betrays prejudice and national bias like language.

You will perhaps agree with me, although Germany abounds with high technology and industrial sophistication, it clings to many valued traditions. In spite of what we may read in "Der Spiegel" or "Stern", Germany remains basically a rather stable and homogeneous society. The U.S., on the other hand, is much more iconoclastic and in many cases chaotic. We Americans are reputed to be more flexible than Germans, at least in some

ways. We are also less predictable, which can be very unnerving to the uninitiated. You are aware of the many geographic differences that exist between the two nations. You have probably had to explain to Americans that Germany has a vital interest in Eastern Europe and the importance of export to maintaining the nation's enviable standard of living. On the other hand, I think you can understand after your sojourn in the U.S. that a nation that spans a continent from Atlantic through Pacific should be deeply concerned with the events in Asia and intensively pursue the markets there and in Latin America, while at the same time remaining true to its cultural roots in Europe. You can appreciate why, given its history of isolationism in international affairs, American manufacturers, particularly some of the smaller firms, have often been slow to appreciate the importance of exporting goods as a means of addressing our very chronic balance of payments deficit.

You have been exposed to Americans' perceptions of time, space and interpersonal relations. You witnessed the differences in the ways Germans and Americans view the role of government in regulating business and in involving itself in the private lives of citizens. "The less government, the better." That's not a quote of Ronald Reagan, as you know it's from the times of Thomas Jefferson. You have seen how the nationalities regard the exchange of information, delegation of authority, problem solving, risk taking, team work, vertical and lateral mobility within society and within the corporations. The list of contrasts is long, the differences are often deceptively subtle. Professor Lane already mentioned some of them, and you will continue to discuss them later in your seminar.

Thank you for inviting me. I wish the seminar well and now I am very happy to take my seat in the audience. Thank you.

# The American View of Corporate Culture

Prof. Dr. Henry Lane, University of Ontario, Kanada

I'm delighted to be here. When you received the invitation to this meeting you may have wondered why someone from Canada is talking about "American Corporate Culture". You have been told a little of my background, so you now realize I'm an American living and working in Canada. The title of my talk really should be subtitled "Reflections of an Expatriate".

Living outside your own country, being immersed in another culture, listening to news reports about what is happening in the United States or what the United States may be doing somewhere in the world through the cultural filters of Canadian broadcasters gives you a different perspective on the world than if you lived in your own country all your life. I now listen to American politicians, newscasts, executives or people on the street a little differently than I did before.

A British friend once told me that you cannot understand your own country until you have lived in two foreign countries (I believe he was quoting someone more famous than himself but I am not sure who it was).

If that statement is true, then I guess I qualify to give a talk like this. Since I graduated from university I have lived outside the United States more than I have lived in it. In that time I lived here in Germany, Würzburg, for three years, Canada for 17 years and the U.S. for 9 years. During that period I have also taught, consulted and done research in countries in Africa, Indonesia, Saudi Arabia, Brazil and now again in Germany at the Wissenschaftliche Hochschule für Unternehmensführung in Koblenz.

My personal odyssey through the world has been important in my learning and personal growth. I've met some wonderful people and I discovered some different orientations and approaches to the world and some of its problems. These people and experiences have significantly contributed to the process of de-tribalizing one American - me.

I guess I've come to realize that no one group of people, or country has the market on truth cornered and is always right all the time in everything. Also no one country, anymore, has all the technology, all the capital or resources, manufacturing know-how, best products and military and political power to dominate the world unilaterally.

I'm reminded of the father and son who were taking a walk one evening under a beautiful full moon. The son, who had problems with double-vision, said to his father "The moons are lovely tonight". To which the father replied "No my son, you are seeing double". To which the son replied "If I were seeing double there would be four moons".

Our perception of reality may not always be accurate. Our perception of social reality is conditioned by our culture - our values, our beliefs, our religions and historical experiences. However, times and conditions seem to change more quickly than do our values and beliefs, leaving us out of touch with new

realities. We need to be able to stand outside our traditional beliefs and ways to question if they still hold true.

I believe we can only do that now, in our time, by interacting with people from other cultures and by learning what their reality is, how they address their problems, make their products and so forth. We must actively engage in the process of reality testing.

The process, initially, can be very uncomfortable as you may disconfirm some of your beliefs and values. One simple example; it was not until I moved to Canada, that I learned that there were a significant number of people in the original 13 colonies that were loyal to the King and against revolution. I grew up believing that it was clear to everyone in the colonies that the King of England was making unjust demands and that there was the need to revolt. Well, 50,000 people emigrated from the colonies; United Empire Loyalists. They made a significant contribution to the founding of a new nation - Canada. I believe I was 36 years old when I learned that.

I believe it is experiences like this which begin the process of questioning and the search for truth - questioning history teachers, business school professors, corporate executives and politicians. Through many experiences and disconfirmation of the conventional wisdom, I hope I've come to a point when I no longer see the nations of the world and their people in a way analogue to the "double seeing son" - that is from the

limited perspective of a person who has only lived, worked and studied in one country. I think I know who I am and where I've come from, but I believe I see my own country a little more clearly now - its strengths and weaknesses.

I take the time to tell you all this (not just to use up some time or try to impress you with where I have been) because, although in personal terms, it describes a process of learning, maturation and periods of transition. And I guess that is my theme for today - TRANSITION - I believe there is a transition taking place in American corporate culture - not necessarily by choice (as my own odyssey has been) - but taking place none-the-less out of necessity.

I should mention one final introductory observation and that is that academia is a culture of its own. Some of the norms, or rules of behavior include scientific measurement, accurate classifications and definitions, and often a precision and a set of distinctions that only other academics care about.

You know, in North America our system for university professors is somewhat different than in Germany. At the entry level we have the Assistant Professor. He is someone who takes a footnote and turns it into a paper. Next up the scale is the Associate Professor who takes a footnote and turns it into a book. The highest level of a professor, the Full Professor, takes this footnote and turns it into a career. The Dean is someone in the school who forgot what the footnote was about in the first place.

***You cannot understand your own country until you have lived in two foreign countries.***

I am not going to deal with a lot of footnotes or data. I have tried to avoid being a traditional academic. And this is another reason for the subtitle of my talk "Reflections of an Expatriate". These are my observations which do not carry scientific weight, but I hope that you might find them interesting and not wholly inaccurate.

Before I try to answer the question about what is American corporate culture, I guess a brief definition is called for. I tend to prefer the one used by Geert Hofstede, a Dutch Professor, who has done the landmark work on national cultures and their influence on management practices and organization. He called culture "the collective mental programming of a people in an environment".

The critical aspects of culture are:

1. It is learned - it is not genetic.
2. It is shared - we reinforce each others beliefs and perceptions of reality since we share the same perceptions.
3. It is patterned - it creates groups based on similarities, and therefore it creates groups and other groups simultaneously, based on differences.
4. It changes very slowly - beliefs and attitudes are pretty resistant to change.

We usually think about culture at the level of nations like today - Germany and the United States. But there has been a real fascination - I would even call it a fad - in the U.S. at trying to apply the concept of culture at the organizational level.

If we take culture to be "the collective mental programming about what's important in a particular industry or and about the right way or wrong way to run a business; or how to respond to changes in markets, competition or products" - then the concept of culture may provide some useful insights. "Corporate culture" may help us understand better the rules of the business game as it is conducted by German and by American companies.

As I started preparing this talk I began thinking about corporate cultures in America, the blinding light of the obvious (to use a phrase from one of Tom Peters books) hit me. There is no single American corporate culture but a variety of cultures. We have organizations that could be characterized as having decentralized authority and responsibility structures, a climate of innovation, collegiality and even a family atmosphere. Some companies in the U.S. have some very strong values about product quality, the importance of customers and so forth.

We also have some that don't think past the short term, which are tightly controlled and where the people are not really involved. Their attitude is - it's a job, I have to do it but I don't enjoy it.

Based on your own experience in the United States I'm sure you realize that the U.S. is a big, complex country that defies simple categorization once you learn its complexity. It is difficult to pigeonhole America and Americans because it seems you always can find an exception. An Irish Catholic liberal from Boston and a Southern Baptist conservative raised in Alabama

may carry the same passport but they come from different cultures.

The same phenomenon holds true for corporate cultures in America. There is no single corporate culture, there are many.

I suspect the same holds true in Germany. I was just reading an article that was comparing cultural values from Chief Executive officers from countries around the world. The authors compared three successful German companies; although engineering seemed to be important in all three the climate within the three seemed to be quite different. Some were run more autocratically with more trappings of status than others. In some, leadership styles were consistent with what the author thought were "German values" of equality. I can't vouch for the accuracy of the authors analysis, but the companies sounded like they had quite different cultures.

There is a story about a teacher at an international school in Switzerland who assigned the students an essay on the elephant. The British student wrote about the role of the elephant in the Empire. The French student wrote an essay on the sexlife of the elephant. The American student wrote about building bigger and better elephants. The German Student's essay was entitled: The Elephant: An Engineering Miracle.

The joke uses stereotypes. We laugh because there is a certain amount of truth conveyed by the stereotypes. However they also cover up some very important exceptions and differences. Stereotypes also have a way of stopping us from thinking critically. We accept the stereotypes because it is the conventional wisdom and we think we understand.

I think this is a lesson we should keep in mind when we are talking about German and American corporate cultures. We are dealing in stereotypes and we can find many exceptions to these stereotypes.

I believe corporate cultures exist and can contribute positively or negatively to the results of a company.

The most vivid examples of corporate culture come from Japan. Probably more has been written about Japanese corporate cultures than about any other country. With the advent of major competitive challenges by large Japanese companies and the accompanying research into why they were successful, a significant finding is the existence of strong organizational cultures, or explicit statements of values to guide the organization and its members. One example of such explicit values comes from Matsushita Electric Company: There, basic business principles are (I quote): "To recognize our responsibilities as industrialists, to foster progress, to promote the general welfare of society, and to devote ourselves to the further development of world's culture." The Employees' Creed states: "Progress and development can be realized only through combined efforts and cooperation of each member of our company. Each of us, therefore, shall keep this idea consistently in mind as we devote ourselves to the continuous improvement of our company." They even go one step further, they have seven precepts:

***Our perception of social reality is conditioned by our culture - our values, our beliefs, our religions and historical experiences.***

1. National Service Through Industry, 2. Fairness, 3. Harmony and Cooperation, 4. Struggle and Betterment, 5. Courtesy and Humility, 6. Adjustment and Assimilation, 7. Gratitude.

Similarly a company like YKK Zipper has a philosophy of the "Cycle of Goodness" which is a bit more pragmatic. The World of YKK, Mr. Tadao Yoshida explained his philosophy this way: "I firmly believe in the spirit of social service. Wages alone are not sufficient to assure our employees of a stable life and a rising standard of living. For this reason, we return to them a large share of the fruits of their labour, so that they may also participate in capital accumulation and share in the profits of the firm. Each employee, depending upon his means, deposits with the company at least ten percent of his wages and monthly allowances, and fifty percent of his bonus; the company, in turn, pays interest on these savings. Moreover, as this increases capital, the employees benefit further as stockholders of the firm." It is said that the accumulation of savings distinguishes man from animals. Yet, if the receipts of a day are spent within that day, there can be no such cycle of saving.

The savings of all YKK employees are used to improve production facilities, and contribute directly to the prosperity of the firm. Superior production facilities improve the quality of the goods produced. Lower prices increase demand. And both factors contribute to the prosperity of other industries that use our products.

As society prospers, the need for raw materials and machinery of all sorts increases, and the benefits of this cycle spread not just to this firm, but to all related industries. Thus, the savings of our employees, by enhancing the prosperity of the firm, are returned to them as dividends that enrich their lives. This results in increased savings which further advance the firm. Higher income means higher tax payments, and higher tax payments enrich the lives of every citizen. In this manner, business income directly affects the prosperity of society; for businesses are not mere seekers after profit, but vital instruments for the improvement of society.

This cycle enriches our free society and contributes to the happiness of those who work within it. The perpetual working of this cycle produces perpetual prosperity for all. This is the cycle of goodness.

The concept of culture or shared values is not new nor is it a product of Japan. The inspiration for the "Cycle of Goodness" came from an American, Andrew Carnegie who said, "Unless you render profit or goodness to others you cannot prosper." Peters and Waterman in "In Search of Excellence" also showed that America's excellent companies at the time had explicit statements of important values that also helped to bind people to the organization. AT&T, IBM and Digital Equipment Company (DEC) had strong organizational cultures. What is at least more obvious now is how important these sets of shared values can be in achieving organizational effectiveness. The bottom-line of all of this is that a set of values, culture or philosophy or whatever you want to call it will develop in every organization whether it is created explicitly with careful forethought and contributes a positive, constructive viewpoint; or whether it happens implicitly without specific guidance and may be more negative. Excellent management specifically shapes and guides the development of corporate culture. That is also called socialization, which was

***Excellent management specifically shapes and guides the development of corporate cultures.***

a bad word in the U.S. for a long time. The cult of the individual - and as Americans we are extremely individualistic people - could not handle the concept of socialization. I think we are learning, however, that we need to pay more attention to the socialization of employees into our organizations in the United States. It is better that we try to exercise some control over where we want to go. I recall a line from Alice in Wonderland that says: "If you don't know where you want to go, any road will do." We should know where we want to go and the roads to get there.

When I used to show films on the Japanese management system where the workers lined up in row, doing their exercises and singing about the 7 precepts or some other company song, students and managers would laugh. Well, they don't find it so funny any more. Japanese use culture and rituals very well. I just read in a magazine last week about the introduction ceremonies of Japan's most successful supermarket chain. 2.000 new employees were inducted into the company on one day, singing the song and listening to executives telling about the history of the company. Some people would say that it would never work in the U.S. Well, some Japanese companies are using these techniques in the U.S.. But from what I see, they are not establishing their operations in major urban areas where the cults of individualism, indifference, and non-involvement are most prolific, but in more rural areas and the small towns where the values of the people approximate those of the Japanese. America once stood for quality, pride in workmanship, long-term employment and so forth. Very Japanese sounding values. And it still does in some companies and in some areas. The Japanese know what they are looking for and where to find it. I believe they are finding in America and in Americans what many seemingly "sophisticated" American executives and companies have forgotten about.

Today is not dedicated to Japanese corporate culture, but it is difficult to ignore them. Their companies, products and banks cast long shadows.

Recognizing that although we are dealing with stereotypes I will try to paint a picture of American corporate culture - or at least some of the more obvious and visible features of it.

Culture, our values and attitudes, impact on our behavior. Over the years I've come to realize that if you really want to know what someone believes you should observe their behavior rather than just listen to what they say. The same may be true for corporations.

Forty years ago the United States was the dominant industrial country and the clear technological leader in the world. Now in 1988 that has changed. What behavior has brought this change?

A lot has been written and said about America's economic decline and many observers have linked this decline to the orientation of American managers and some dominant ideas that have shaped corporate culture over the last couple of decades.

As a point of departure I'd like to refer to an article in the Harvard Business Review in 1980 written by Robert Hayes and William Abernathy. The article was entitled "Managing Our Way to

Economic Decline". The authors contended that some modern management principles may be the cause of America's economic decline, not the cure.

The first problem was the growth of what they called Professional Management. This was the belief, probably fostered by Business Schools, that you could learn all of your management skills in school. Once you mastered these principles you could manage anything. A corollary to this was the rise of analytic detachment rather than insight based on experience. The problems of corporations would yield to the new, sophisticated analytic techniques which we were teaching our graduates.

The second problem was an extreme emphasis on short term cost reduction rather than long-term development of technological competitiveness. Cutting costs in the short-term is important but it is only one part of managing a business. Their figures showed U.S. R&D spending was heavily defense related. Commercial R&D spending had declined as a percentage of sales and GNP. At the same time Germany's and Japan's commercial R&D spending was increasing. It was not just the Business Schools, however, that may have helped managers focus on the short term. The American capital market played a role also.

The fascination of Wall Street with quarterly earnings and a continual focus on share prices influenced managers to concentrate on short run problems. Results were visible to everyone immediately. It seemed that the longest view ever taken was 1 year when analysts would compare return on investment from one year to the next.

As you may know the financial system is different in the U.S. than in Japan and here in Germany where banks are major shareholders of corporations, sit on their boards of directors and perhaps provide a longer term outlook.

The rewards systems in use in American corporations may also have reinforced short-term thinking. When senior executives are given options to purchase stock in the company it can be of significant value and thus may not encourage long term decision making, particularly in a highly mobile society like the U.S. where people often change companies.

I think the short-term orientation also showed up with respect to people - the employees of the corporations. The attitude seemed to be that they were just one more interchangeable piece of the whole process. Companies would hire and lay-off employees rather casually.

In addition to the analytic detachment and short-term orientation, Hayes and Abernathy criticized American management for managing by "remote control". Decentralized autonomous organizational structures set up as profit centers were treated as a portfolio of investments rather than as businesses.

Finally, to run this type of company you needed people who understood the financial and legal intricacies, and there was a rise to the top of corporations of the financial and legal types. And if these people didn't exist in the company you could get

them from outside because the culture of "professional management" said that you did not need experience in the business to be able to manage it and mobility was part of the system. Value was created in the short term, by merging companies, and selling off companies rather than by product development and improving manufacturing. Finally management did not invest in new manufacturing processes.

It seems to me that in our move to the so-called "post-industrial society" of service companies we forgot that you still had to manufacture things and that manufacturers created value and employment which was what permitted development of service companies.

To the Hayes and Abernathy analysis I would add a couple of items:

1. The U.S. had a large, rich domestic market and most companies are engaged in servicing it. I believe even today that only something like 10% of GNP is exports.
2. For a long time there was no real competition. I believe a superiority attitude developed: Our products are the best! And they were; until one day reality, in the form of Japanese primarily, intervened and our products were no longer the best.
3. The other result of this is that we were able to be largely independent of the rest of the world - with the exception of some companies that started expanding overseas. But even then the dominance continued. We buy you. You would never come to the U.S. and buy our corporations. And probably you couldn't because we had the money.

***The American said: "Shoot me first, I can't stand another lecture on Japanese management practices".***

I have painted a picture of American corporations as rich, dominant and complacent, short-term oriented, running on remote control and with a diminished technology and manufacturing base. Again let me remind you, however, we are dealing with stereotypes. These conditions did not develop in all corporations.

I believe that this picture, while describing what happened historically, is not a current snapshot of American corporate culture. I think many companies made a transition years ago and many more are in the process of doing so.

I have one more story. There was a country in Africa where many foreign corporations had operations and many expatriates were assigned there. There was also a civil war in progress and the rebels captured a number of these expatriates. They were a pretty civilized group as rebels go and they offered the captured expatriates a last request.

The Frenchman asked to hear the Marseillaise, the German asked for a beer, the Japanese asked to hear a lecture on Japanese management practices and the American said: "shoot me first, I can't stand another lecture on Japanese management practices".

Although we may not want any more lectures on Japanese methods, I think we have to credit the Japanese with being the major force in bringing about the transition that I see taking place.

I think that part of the transition can be characterized by saying the American corporations are going back to the basics and re-learning the things they used to do well.

I remember when "Made in Japan" meant poor quality. Now it is synonymous with high quality.

The Japanese came to the U.S. and eventually took over the motorcycle market. Then they took 30% of the auto market. Just about all our consumer electronics are Japanese. There is only one American company producing TV's. I'm likely to buy a Japanese watch. Ask the Swiss about Japan and its watches. I believe they nearly destroyed that industry. I own a Japanese camera as do many, probably most, North Americans. The semiconductor industry is dominated by the Japanese. And most recently I read articles on their securities firms and banks being the biggest in the world. Something like the top 10 banks are Japanese.

I should also say that it was not just the Japanese that were invading the U.S. market, Porsche, BMW and Mercedes were filling our garages, Braun appliances were in our kitchen and German machine tools industry I suspect were dominating our market.

I think Americans were and remain competitive at heart and that American corporations have gotten into shape to compete vigorously again.

Let me give you some examples.

Harley-Davidson is the only U.S. motorcycle manufacturer still in business. The Japanese have taken most of the motorcycle market away. Things have improved for Harley, however. A recent story in the International Herald Tribune states: "Today Harley executives say that Harley's troubles were internal. 'For years we tried to figure out why the Japanese were beating us so badly,' said Vaughan Beals, Harley's Chairman and Chief Executive Officer. First we thought it was their culture. Then we thought automation. Then dumping. Finally we realized the problem was us, not them.' In 1986, the company went public and received a big infusion of cash. Since then Harley has regained over 40% of the market for the big motorcycles. It seems that in addition to the cash, the company developed a competitive attitude.

Cummins Engine Company is another example. An ex executive of this company, B. Joseph White, writing in the Academy of Management Executive Magazine states that four conditions thrust upon them the need to manage with a more global perspective and with more international activity than the company ever had in the past. These four conditions were new markets, new sources of supply, rationalization, new competition. The company was very concerned about the threats from the Japanese to their home market in the United States. The company decided "the best defense is a good offence". Mr. White went on to state: "We had watched with deep concern throughout the 1970s as foreign companies won nearly 100% of the U.S. motorcycle market, 30% of the U.S. auto market, and a big chunk of the domestic steel market, all in about 10 years. In our view, by the share gains won by the new competition were mostly won fair and square, with better products, better quality, better prices, and better

responsiveness to the customer. These industries are awfully close to our own. We vowed we wouldn't let it happen to us. So we mounted our defense."

"Cummins defense against the threat of foreign competition has involved working hard on three things: product, price and costs, and performance. In the phrase foreign competition, we have learned that the most important word by far is competition. This is a point that is frequently overlooked. Focus on competition evokes the proper response by a company: working to improve the business basics that strengthen the bond with the company's existing customers and enable it to attract new customers anywhere in the world. Focus on the word foreign evokes emotional and sometimes ugly responses by those threatened."

A third example is the success of American computer companies in Europe. Business Week, April 11, 1988 had a story entitled, "The Americans are Hitting Hi-Tech Homers in Europe". The thrust of this article essentially was that the U.S. computer companies are dominating the European industry. Many companies such as Digital Equipment, Hewlett-Packard, Unisys, NCR and IBM have extensive manufacturing operations in Europe so that not all of the systems are being exported from the United States. However, the article indicates that in this industry American technology was dominating.

***I think Americans were and remain competitive at heart and that American corporations have gotten into shape to compete vigorously again.***

Finally, we are also beginning to see reports in newspapers and magazines that the rust belt of the United States is being revitalized. There seems to be a greater interest and concern about manufacturing than we have seen in the past years in the United States and Canada. It's also starting to show up in recruiting in business schools. More students are going into more of the

traditional industries. Also the American machine tool industry is improving. It probably has a long way to go to compete with the German industry but given the improved price of the American dollar they are now selling more in the U.S. market.

The cover article in Business Week a few weeks ago was on design and quality. The basic thrust was that American product design was making a real revival and with this new interest in product design is coming improved manufacturing techniques. The Ford Taurus is one very visible example. The transition is in part due to German and Japanese competition and products.

I think two events this past fall also have had an impact. The stock market crash on October 19 made people realize how interdependent the world's financial markets are. We can no longer focus only on Wall street. Trade deficits and the foreign investment in the U.S. which have kept the U.S. going are becoming more visible to the common man - the person on the street. The average American is no longer insulated - foreign products are visible, foreigners are now buying up our corporations and setting off a wave of paranoia.

The reaction is being played out in the political arena. I believe protectionism is dying and that competition is in vogue. That still has to be determined. I believe our corporations can and will compete. I hope the government doesn't do anything to hinder them.

The second event was the visit of Mikhail Gorbachev. He captured the imagination of Americans. I think these two events which took place in proximity to each other served to reinforce the beginnings of some new attitudes and orientations in the U.S.

These new orientations are:

1. A shift to a more global orientation. Concentrating on domestic markets is no longer good enough.

2. I think we are moving from independence and competition to interdependence and cooperation. Lee Kuan Yaw, Prime Minister of Singapore, said a couple of weeks ago: "The American role is no longer that of commander in chief of the world but that of commander of the biggest forces. The United States now needs to consult more before giving orders to what the forces under its control. The challenge confronting America is not to manage a decline but to learn to use the growing strength of others to further U.S. growth."

3. Here I should add my own view that, although the U.S. has some serious economic problems, I think the proper perspectives less of an American Economic Decline than it has been the economic gains of other countries. So I think we are moving from a position of dominance to greater equality.

4. I think we are moving from simplicity to complexity. No longer are companies just competitors. Sometimes they are collaborators and sometimes they are each others customers. We are seeing strategic alliances between firms from different countries. I don't know whether there are German-American strategic alliances but I do know there are a lot of US-Japanese alliances. I think if I were a German corporation, that would concern me. No longer is the competition each, but each and both. Some corporations are functioning this way now. Others are moving in this direction.

5. I haven't said anything about time because I'm not sure I see much evidence that we are looking longer into the future. Yes, exceptions like Ford that bet 5 Billion dollars on the Taurus/Sable are available. They essentially bet the future of the company and more! Maybe others will follow now.

But we need longer term orientation as we do business in other cultures.

- We need time to build the relationships.

- We send our executives overseas for a very short period of time. Generally an American corporation sends people overseas for 3 years, European companies send them for 8, and the Japanese send them for 13-15 years. It is very difficult to compete against people who are fluent in a language, understand the culture and know all the important people and have been there 15 years when you have been there one. That is pretty significant competition.

And we can not just pull up the tent and go home if the going gets rough. We have to be in the global market for the long run - for the duration.

A Swiss friend in Kenya told me that Americans and Canadians will take their football and go home if they don't get the contract or get the terms they want. Europeans on the other hand will keep coming back and sooner or later they'll win back everything they have lost. The long-term orientation in the market place is critical.

One of the things I said in the beginning of this talk is that culture is learned. One of the places you learn culture, business culture, is in our business schools. And I see some changes taking place there. And I want to end my talk with a couple of items that are taking place in the business schools in North America.

I think we are moving from strictly quantitative and macro analysis to concentrating more on the management of people. I think it was the Carnegie Commission a long time ago that criticized American business schools for not being analytic and scientific enough. Well, that analysis and scientific orientation many people now credit with causing the decline of the American corporations. So we are now spending more time on managing people. I think there is also a resurgence of interest in manufacturing, and more people are taking jobs in manufacturing, one reason being that there are fewer jobs available in finance.

***But we need longer term orientation as we do business in other cultures.***

I see a concern for implementing skills, teaching people how to take action. It is not just enough to know, but you have to be able to implement your knowledge. And lastly, I see a change from the domestic, ethnocentric orientation to a much stronger international orientation. The AACSB, which is the accrediting body of U.S. business schools, is requiring an internationalization of business curricula. And this is causing some difficulty for American schools. Not all of them know how to do this. One example, which is fascinating when you live in Canada is that Americans are now finding their way to Canadian business schools. We have had a number of professors from American universities come to us to help them develop material on Canada, which they will be teaching in the U.S., as their beginning to internationalize their curricula.

So I think there is a transition taking place in the orientation of universities and business schools as well. I guess on the whole I am optimistic that the culture of the American corporation is changing and will continue to change more significantly in the future. Thank you.

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# German and American Corporate Culture in Comparison

**Consul Thomas Boam, Leiter des Auswärtigen Handelsdienstes, Amerikanisches Generalkonsulat, Frankfurt am Main**

Before I begin with the actual text of my presentation, let me go back to the elephants, if I may. I'd like to add a couple of more elephants to the list. The essay from the Japanese was entitled "Building the American elephant more cheaply". The Russian entry was called "We invented the elephant". The Italian essay was called "How to cook the elephant". I heard another version, the German entry, which I liked, too, and it was entitled "A concise and abridged history of the elephant in 43 volumes".

I have lived in this country for 15 years, longer in my adult life than I've lived in the U.S.. I love this country. It's a country where I have lived in by choice - not by birth as you do. I also love the country of my birth, and I can say positive and negative things about both countries without being a demagogue in any way. - I think you need to keep that in mind in case I happen to get carried away. I say some things for effect so we can have a discussion on the points, not to be personally insulting.

I would like to comment briefly on the corporate management versus school management. We have had a lot of debate about that in the U.S.. I came through an MBA program in the U.S. that was very analytical. I reject the concept that we hear quite often about American schools for educating managers. My experience was just exactly the opposite. The only thing I fault the school on was for not telling me that the things they told me would be so poorly received in the business community - that companies were absolutely unprepared to be well-managed from an analytic sense. They rejected the analytic methods which

I brought out of the school, which were so obvious and so functional, and which I had such a great difficulty getting the management of my operation to understand and accept. I think if the American companies were more willing to accept what's coming out of the business schools, they'd be a lot better off.

I have to agree with Professor Lane: It is very difficult to describe corporate culture. There is no American corporate culture. I am from the West, from Colorado; I was raised in a certain culture, with a certain set of values, I have access to particular information which someone else doesn't have. I personally find myself in many ways as astranged from the culture of the East coast of the U.S. as I am culturally removed from the German society. I would have a difficult time living in New York. I am not culturally attuned to the East coast of the US. So there are two points: I understand where I am coming from, and second, I understand that there is no sort of "global wisdom" on any of these things. I guess, though, that there is some usefulness in trying to look at corporate structures on a global basis, like "This is American and this is German". We just characterized the Germans as being orderly, precise, concise and studious. Those are two, of course very strongly held clichés which may or may not be true. Whether or not they are, there is a certain usefulness in identifying traits with something like that.

I would like to use a case study approach by reading a portion of an article that appeared in LOOK Magazine a few weeks ago.

If there is anything I have ever read that really epitomizes the ideals of the American corporate culture, it has to be this article. It's a biographical piece on Ross Perot, the founder and former president of Electronic Data Systems (EDS), a Dallas-based company, which grew from nothing into Mr. Perot's personal fortune of \$2.5 billion. He gained fame when he hired a group of mercenaries to go into Iran after the Ayatollah took over to free some of his employees who had been thrown in jail. His flamboyant style made the media. Particularly of interest in the last while was his buyout of General Motors. Allegedly, GM had given EDS so much money to do their electronic data processing work that it was cheaper to buy them than to keep paying them their fee. That was a gross misunderstanding: As it turned out, Mr. Perot was bought out for about \$700 million to get him out of the company (GM). Let me just read a little bit about him. I would like you to take some of the things he is saying and put them into your society and culture and ask yourself: How will this work in Germany? Let's start:

"My business success stems mainly from having sat in my dad's cotton brokerage office, watching him build trust and confidence among the farmers. After a while he started letting me trade

horses and cattle. I had to buy and sell on the same day. 'You don't take them home', he said, 'because then you've got to feed them'. Under his tutelage I really learned how to negotiate."

He went to the neighbourhood academy and eventually, he says, "I landed at IBM by accident. An executive of the company happened

to be on board of an aircraft carrier as a guest and he said: 'The captain tells me you know about fire control computers', and he offered me a job. At IBM, I made my sales quota earlier and earlier each year. Finally I made all the commissions I could earn in the first 3 weeks of January. So what did they do? They cut my territory! And I had nothing to do."

It's great, isn't it? This is IBM, ladies and gentlemen, the corporate culture champion!

"One day I saw a quote in a Reader's Digest from David Thureau: 'The mass of men live their lives in quiet desperation.' - There and then I decided to start my own data processing company, EDS. Nobody would invest and that's the story of my success: My wife, my mother and my sister were the board of directors. I invested \$1,000 of my own money, and that's all I ever put in. Our only problem was controlling the growth of the business. The highest salary EDS ever paid me was \$68,000 per year, because I tied the fate of my stockholders with my own fate. Today, many companies pay their chief executives obscene salaries and treat their stockholders and customers as a nuisance."

Then the author goes on to say: When Ross Perot and his company were acquired by GM, the business press billed this as the marriage of EDS's entrepreneurial genius with GM's vast resources. But insiders at GM quickly were asking: "Who

***The companies rejected the analytic methods which I brought out of the school, which were so obvious and so functional.***

bought whom?". After just two years, the marriage was on the rocks and the board voted unanimously to pay Perot \$700 million for his stock, about double their market value at that time.

"I didn't need the money." (Lord knows he didn't need the money!) "The only reason I sold EDS to GM was because I couldn't think of anything more interesting to do with the rest of my life than to help revitalize the biggest corporation of the world. More than 80,000 people work at GM and 3 million more are dependent on it for their jobs. Although GM spends 3 billion dollars a year on research and development," (by the way that's the same size as the SDI budget) "GM isn't first or best in anything. Not one penny of that money should be spent on things that won't help make GM No.1 in innovation, quality and design. I used to walk through the place saying: 'Why?', and they'd spent several hours explaining to me that I did not understand. 'What?', I said, 'I understand that we have an obligation to make the finest cars in the world. We have the highest manufacturing costs, so we should make the best cars!'

If you go to one of Honda's plants, they use a fraction of the workers, and their engines are so reliable that they don't even run them through a test. The engines are started when they first drive off the assembly line and fewer than one out of two hundred has a problem; most of them are minor. GM has a multimillion dollar test facility and 15 % of the engines fail. You know, there is Hi-Tech, there is Low-Tech and there is No-Tech. It's been my experience that every GM car leaks oil."

Now here is the section on employee-management relations: "One day, some of the guys at the factory in Detroit called me in Dallas. 'We can't believe we got through to you', they said when I picked up the phone. They said they'd like to talk to me and I said: 'Fine'. They said: 'When can we come down to Dallas?'. I said: 'There is no use for ten of you guys to come down to Dallas. I'll come over and see you.' They said: 'But we don't have an office where we can meet in. The only place we have is the Union Hall'. I said: 'Well, I'll meet you there'. Again they said: 'We can't believe this. You come to the Union Hall?'. I said: 'Sure, I'm not going to get AIDS, am I?'. That broke the ice.

Those guys wanted to talk about how to protect their jobs by making a better product. The assembly line worker can do incredible things. We give him a pile of spaghetti and all he can turn out is junk and then you blame it on him. Implicit in a big corporation like GM is the belief that no matter what happens, it will always make a great product. But that's the most tragic of all.

The first time I sat on the board as a board member at a meeting about a product problem, it was viewed as a legal problem: How to limit our liability. That's when I started to get unpopular at GM. I argued that if we sold something defective, we've got to fix it and make it good to the customer, and not just merely contain the class action suits. That's the risk of letting the lawyers and the accountants run the company. That's what happens at GM and is happening in many American companies: The accountant becomes the boss. He has grown up in an orderly world of numbers where books always balance to the penny. He has kept his nose clean, developed a network of support above and below and never made a mistake because he never really made any decisions. Finally then, they lay the sword on his shoulders and

he is the top man. Now suddenly he has got thousands of irrational human beings to deal with: employees, customers and competitors. His world has gone from orderly to disorderly. So how does he deal with it? He deals with it like an accountant. He spends money. He spends it by the billions. He relies on his financial background, but the corporation has problems that can't be solved with money. They have to be solved with leadership. I was GM's biggest stockholder, the only person on the board with an equity position."

The only person on the board of General Motors that had any ownership in the company was Ross Perot. And they fired him!

"Sadly, the stockholders don't elect the directors. The directors are recommended by management. They're the bosses' buddies and that's the flaw right there. If I am going to pick people to oversee me, I am going to pick those with whom I am compatible. Directors, in turn, don't want controversy. They only want a little 'elevator music' feelings so they can go home every night thinking everything is wonderful. The most obscene things we have in the corporate world today are 'golden parachutes' to protect those in power. In the end, Roger Smith (GM's chairman) and I just couldn't get along. I might as well have been speaking Suahili when I talked to him about meeting the competition head-on and treating the workers as human beings and not just commodities."

This is a classic case study of the disparity between the American corporate society. On the one hand, we have perhaps the theoretical epitome of how an American corporation is supposed to work, and on the other hand we have - at least on a large-scale basis - the reality of what American corporate society looks like.

One of the mistakes we make is that we have a tendency to view corporate culture as sort of IBM, requiring everyone to wear a blue suit and have on wing-tipped shoes, or Hewlett-Packard saying everybody in the company has to call each other by their first names. Corporate culture is something you get, whether you want it or not. And if you don't make an overt attempt to get one you have one anyway and it is imposed upon you.

I think that corporate culture in many cases is perhaps the most telling single element in any company's success or failure. It's sort of a matrix: you can have a planned corporate culture which will lead to your success or your failure, and you can have an unplanned corporate culture which leads to your success or your failure.

I worked for a company which gave a lot of lip service to corporate culture. But it was all inductive. Somebody read a book and said: "Gee, that's nice, let's go for this exercise!" So we had a flurry of activity. Everybody wrote up these reports and said: "Here is the credo of the company. We will do this and we will do that...", and then it was filed nicely away on the shelf and things carried on under the real corporate culture as it had been established by the interpersonal relations of the people and the personalities of the people.

Some companies do it more deductively. They look at what their company wants to be and they act from persuasion and the whole company reflects this. Perhaps the best example I have

***Corporate culture is something you get, whether you want it or not.***

seen is MAYTAG Corp. They make washing machines and in their ads, they pictured a repairman sitting in a dusty little room all by himself. The advertisement said: "Our MAYTAG repairmen are the loneliest people in the world". He is sitting there waiting for someone to call but no one does. MAYTAG didn't just make an advertisement. The president of MAYTAG made a very interesting comment. He said: "The only time advertising helps you is when you deliver what your advertisement said, because if you don't do that, your advertisement just gets you everybody finding out quicker that you aren't any good." They took this concept of a lonely repairman and they made it a complete corporate culture concept from the front to the back. It went through manufacturing, it went through every place. They even brought the guy in who did the advertisement, and every year they have him go around and talk to the employees of the plant. Everybody in that company thinks: "Lonely repairman". It has become a symbol of the way that company functions.

That's a corporate identity, a corporate culture which they have not only shown to the outside, which by the way many German companies forget to do: They talk about quality but never tell their customers that they are producing it. Everybody in the factory is doing quality like crazy and none of the customers knows about it. Why in the world don't they advertise the quality they're building? What a waste of resources!

MAYTAG took the whole concept and said: "We're going to tell about it, we're going to do it", and they have really brought it as a way of life into that company. That is a corporate culture which in my opinion really crosses the four areas where corporate culture manifests itself: the management culture, the financial culture, a market culture and an employee culture, none of which can be separated from the others. They certainly have to be integrated. I've stated all of these in dichotomies to show what both poles look like:

## Management Culture

In the management culture, I have a capitalist mentality versus an association mentality - the best translation would be "Verbandsdenken". Both exist in the U.S., both exist in Germany. My feeling is that I have seen more Verbandsdenken in Germany than I have seen in the U.S.

A capitalist mentality within the company is not ashamed of making a profit and I think that's something we forgot in the U.S. The U.S. has two political parties, both of which are capitalist. That's something you don't have here. There is a stigma about driving around the streets with a pink Cadillac here. Conspicuous consumption in the U.S. is not looked down upon. A pink Cadillac may be going too far but certainly driving around in a Mercedes 500 is considered a positive thing and not a negative thing. Few people are really ashamed of being successful. I see a lot of guilt of being successful here, and I think that has a tendency within the management of a company that sort of filtered down in the philosophy of the firm. Certainly one could look at that question the other way. Capitalist thinking has a tendency to be exploiting or can be. So it's not good and bad, it's just different.

The second dimension could be referred to as resignation-reactionary versus aggressive-proactionary. The question is: What do you do with your competition in terms of management? I had some cases in the last few days. I received a letter the other day from a German company. They said: "We know about another German firm here who has imported goods from the U.S., and they have not been given the American export licenses. Now if you as the U.S. Government are having a regulation about these export licenses, you should enforce them and protect me from my competition." I wrote back: "Sir, the U.S. Export Control Regulations are criminal regulations. If any advantage comes to you from these regulations, it would be purely coincidental. Secondly, it's an export regulation and if your letter succeeds in stopping the American company from exporting it will also stop them from exporting to you. You are both having that disadvantage from what you have just done." The thing that struck me was this approach to life, and I have seen this in American companies, too. This approach is to shove your competition into the ground, rather than trying to figure out what you can do to build your company up. Instead of looking for positive ways to solve the problem, to get new markets, they are looking for ways to stop other companies from capturing market shares. That's a very reactionary way of doing business, and doesn't work in either corporate culture or either society.

Lastly, I see capital-forming versus capital-swallowing companies, and I think Ross Perot's example of GM is a classic case of a capital-swallowing company.

There was a study done in the Harvard Business Review a few weeks ago which showed a comparison of what the companies had been doing with the capital they were administering for their stockholders, compared to what the stockholders could have done with that capital, had the companies paid it out fully in dividends. They showed that only a small percentage of the companies did better in capital

formation for their stockholders than the stockholders could have done themselves on the money market. Now that is a very strong indictment of the management of companies.

I classify any company which is not doing better than the money market as being capital-swallowing. Here is a classic case of this: Siemens, a very successful company, has 24 billion Marks in cash on the books. Siemens is the sixth largest bank in Germany. If I buy Siemens stock, I don't want to buy a bank, I want to buy an electronics firm; and if they can't find anything to invest that money in that would give them a better return than the bank rate, then they'd better get out of the electronics business and get into the banking business. This is not Siemens' fault, let me say. The reason why Siemens is doing that is because they can't find any place to put the money. If Siemens pumps that 24 billion Marks into foreign economies, there is going to be a political cry throughout this country that we haven't heard for a long long time. So maybe they are better off keeping it in the banks and letting the banks invest it in the U.S..

***Siemens has 24 billion Marks in cash on the books. If I buy Siemens stocks, I don't want to buy the 6th largest bank in Germany, I want to buy an electronics firm.***

## Financial Culture

Secondly, the financial culture: First of all, I have balance-sheet-driven versus income-statement-driven. Unfortunately, many American companies are income-statement-driven. They look at the last quarters' results. If they had less profit than they had the time before, then they take immediate steps to rectify this. This is a case, of course, where the German companies are substantially better off. And that's because these German companies simply ignore the stockholders completely. Stockholders are few and highly institutional and so you don't have to worry about what they think. Additionally they are all integrated. Everybody and anybody holds Deutsche Bank, Siemens, Mercedes, and it's always the same group of good old boys. So you really don't have to worry about what they think, you can be balance-sheet-driven and look to equity, capital formation and long-term results for your stockholders. In the U.S., of course, one thing we don't understand very well is one of the reasons why the drop in the value of the dollar has not had any effect on the trade deficit. It's simply because the American companies have swallowed up the excess profits that they are now receiving and they are not plowing them back into production. They are showing it through accounting procedures on their books as increased profits. It hasn't done a thing to improve the U.S.' competitive advantage.

There was an article in a magazine written for American companies, called "The Gift Report", dealing with the consumer goods industry (housewares). It said

"Well, we've got bad news for you: No longer can you buy Japanese-oriental products and triple the mark-up and sell them in the U.S.. Now you can only double the mark-up by selling in the U.S.". You see, that's what has happened. The trade deficit doesn't change because the

companies are swallowing and they have an income-statement orientation instead of a balance-sheet orientation. They are not looking toward building that future ten years down the road by constructing new plants and facilities. They just want to show big nice numbers on the income statement.

Second, I have here financial arrogance versus financial accountability. Financial arrogance is where you can spend 3 billion dollars on research and development and not be best at anything. Let me give you an example. At the time when the dollar was at 3.47 DM, Porsche priced their cars in the U.S. as if the dollar were 2.20 DM and the difference on any dollar between 2.20 DM and 3.20 DM went into a non-recurring capital account at Porsche. It was not used in any line activities. They just stacked up this big pot of money. When the dollar started to fall and they got below 2.20 DM, then Porsche had to draw off of that account. But this was happening at Porsche and also at Daimler Benz and in many companies. It insulated them because of their fiscal accountability. They didn't plow that money into line items, they didn't pay big bonuses, they just kept it there in this nice big pot and used it for non-recurring things.

I don't know any American company that would have ever got away with that. At least any publicly held company. That money would have had to flow into recurring accounts, would have been carried on the books and would have been processed through as for the stockholders to view and use and either been given up in dividends or swallowed up by some project.

***Unfortunately, both countries are not customer-dominated, and that's what we need.***

The last thing I have in the financial area: A financial dominance versus a customer dominance. At Porsche, the Research and Development division has the highest average salaries. Same thing at Daimler-Benz: the R&D people are the highest paid. In Japan, it's the production managers! How is it at GM? Ross Perot just said it: the finance people. GMAC (General Motors Acceptance Corporation), the finance office, has the highest paid people in the company. When you look at the advertisements for automobiles in the U.S. you see it very specifically. How are they advertised? Not on performance, not on quality, not on workmanship, they're advertised on low financing: "Get your GM this week's special, only 2.29% financing!". That is how they advertise. The financial people have absolutely taken over that company. And it's the same with Chrysler. At Ford I don't think it's quite as much but it is always a problem when the financial side dominates, while here in Germany engineering dominates. Unfortunately both countries are not customer-dominated, and that's what we need.

## Market Culture

Next one is market culture: Customer-driven versus product-driven. I find that German companies have more of a tendency to be product-driven and American companies still have more of a tendency to be customer-driven. The German company says - this is a terrible generalization - : "Here is what I have got - go buy it!" and the American company says: "What do you need - we'll make it!".

An interesting thing happened the other day. I had two visitors. The first one was a German, a "mittelständischer" businessman who had just come back from the U.S., and the second was an American businessman who had come to Germany for the first time.

The German, "ein Schwabe von oben bis unten", reported to me his miserable experience: He had gone into a restaurant and had been physically thrown out. He went into that restaurant, and you may remember those little signs saying "Please wait to be seated". He couldn't read it or he might have thought: "Nobody is going to tell me where I am going to sit down in this restaurant". So he went over and sat down. The waitress came over and said: "Sir, this section is closed. Would you please take a seat some place else?" He commented back rather roughly. It escalated, it got bigger and bigger, they finally ended up throwing him out on the street. "Keiner sagt mir, wo ich sitzen darf!".

The American had just come back from lunch. He said: "What a terrible experience!". He went into the restaurant and nobody showed up to seat him. He just stood there and people walked by. Same world - different universe.

It's a difficult thing to be customer-driven. A bank in the U.S. not too long ago did an analysis of their business. They decided they wanted to be customer-driven, and so they went around and they asked all their employees what the customer wanted. They had decided - this is pretty well standard wisdom in the banking business - that what customers want in a bank is security. So they built this block house. The structure of the building: no windows, it's got to look like Fort Knox. But it had no effect on the business, and so someone had a brilliant idea: they decided to go and ask the customers what they wanted. What a radical

approach! And the customers wanted privacy. The bank then removed the lines from behind the teller and put the theatre cords up that you see here in many places and in many banks in the U.S., so that the individual by the window was not being observed by the person behind him. They also put up individual cabins. They doubled their business in this town!

We talk about being customer-driven but never find out what the customers want. The American company that makes "Skippy" peanut butter came through town last week, and I asked their chairman: "People tell me they want peanut butter in this country. If I can buy 'Gummibärchen' in Dallas, then I want to buy 'Skippy' peanut butter in Frankfurt. How come you don't sell it here?" He said: "It won't sell here, people don't want it here." They had done a market survey in Stuttgart, stopped some people on the street and given them some peanut butter, and people didn't like it.

First of all, kids eat peanut butter and not adults. Secondly, in the U.S., peanut butter is the second cheapest source of protein. Why don't they market this peanut butter?

McDonald's came in here and offered the German society something that Germans don't like: soft buns with salad on. They captured the market! They didn't create hunger, but they created a market where none existed. It is also possible for "Skippy" peanut butter to come in here and be very successful.

Secondly, I have vertical marketing versus horizontal marketing, but I don't mean this in the sense of vertical integration across the production line, but rather within the marketing channel. One thing that is desperately missing in Germany and in many cases in the U.S. is the concept within a company, a corporate culture that everybody in the company is a salesman. Now, some companies have established this in the U.S. and they have done very well. There has to be a concept in a successful company that everyone vertically across the line - from the guy who sweeps the floor to the president of the company - is a salesman. When I go into a store and I ask somebody who's stocking shelves where I can find the "Nutella" and he tells me he doesn't know because he's just the stock boy, then this company is horizontally integrated in its marketing. Each person has its own level of function and nobody knows that they are all indeed responsible for what that company produces.

Isn't that an interesting comment that the union people at GM gave to Ross Perot? The union employees, who had suffered pay cuts in the U.S., said: "We want to protect our jobs by building a better product". I have never heard a statement like that in Germany. I think this is an extremely important aspect of the corporate culture where the employees feel they have a stake in the company.

Lastly, we have service orientation versus sales orientation. The future of the 90's is services, and the first grocery store in Germany that offers me a bag boy will have my business. And I think we are going to find that more and more. Again: Not everybody has to want a bag boy, but if somebody wants one, he should have the opportunity to find him someplace. There is not enough innovation in this country, particularly in the service

industry. The Americans have been highly innovative in the service industry and very bad in the manufacturing areas. So somehow we need to integrate these strengths.

In Los Angeles or New York, if you want an elephant ear on a bun at 3 in the morning you can find somebody who can sell it to you. And it's that concept of service that is going to be more and more seen in the international countries as the world is "californianized". Not that we all become like the people in California but as we all sort of integrate into a world culture.

## Employee Culture

Last one is the employee culture: Here I have a capitalist staff versus a reactionary-socialist staff. If there is anything I have seen in Europe that has surprised me, it is the highly conservative nature of the so-called "left wing". It sticks to old-time values and things don't change. I can only see this as reactionist-conservative. In the U.S., the staffs of the companies are by and large capitalists. Americans don't believe in a right to work - they believe in a right not to work and that's what they are looking for. The idea is to get rich and quit. And the society which allows that to happen - and that's what the Americans want - is the same society that allows poverty to happen. They go together. If you have a society which doesn't allow poverty you automatically have a society which doesn't allow wealth. We could debate that, but I don't really think you can have both. And Americans have opted to have a risky society which allows them to get very, very rich and which allows them to get very, very poor. We want it that way. The poor people in the U.S. might not echo this view, but we are talking across the board as a society.

Just two more items: I have an integrated staff versus an attached staff, and by attached I mean a staff glued onto the side of the company. That's a staff that does not consider

itself to be a part of the company. IBM has managed very well to integrate their staff into the company, and if you ask an IBMer to describe himself personally, he might say: "male, married, IBM". That's much like the Japanese do: An identity with the corporation that is beyond the simple work environment. I don't think that has happened in Germany as much as it perhaps could have. Probably because of this concept of labour and management as being much farther divided from one another.

I have an uncle who works for a construction company. The union was his biggest management support system. They did all his personnel work for him. If he ever wanted an employee, he went to the union and they provided the qualified people. It was an integration of the union in that particular industry with the company. You have seen the things like 20-30% pay cuts in the U.S. - organized with the co-operation of the unions. I don't know whether that fits into this environment.

Lastly, I have a mother-dominant versus a father-dominant company. When I say father-dominant, I mean one where the management sits above and looks down and tells the employees what is good for them. Mother-dominant is a more participative kind of management. The U.S. is a matriarchal society: The women have all the money - they really do! I think 70 % of the wealth of the U.S. is controlled by the women, and

***McDonald's came in here and offered the German society something that Germans don't like: soft buns with salad on. They captured the market!***

the women have a stronger position in the whole. When I say women, I am using this in a figurative sense, mother in a classical cliché sense of being mother-dominated. I am not getting into womens' issues, I am just talking about a concept of society: There is a tendency of many American companies to "motherhen" their employees, sort of "We'll gather around together and we are one big happy family", particularly in smaller companies.

I think most German companies are more father-figure type firms. When I first came to Germany, the thing that I had trouble with my staff with, was that my door was always open. And I didn't know that it was supposed to be closed. And that open and closed door became really a symbol of the basic difference between my management style as an American and the management style which my employees were used to as

Germans. They viewed me as weak and indecisive, while I viewed myself as participative. They didn't know how to deal with this participative style. It was a new concept. It confused them and they had a hard time with it. That was 20 years ago. Things have changed a lot in the meantime. Still I think there is a father-type-dominated culture in most of the German companies I deal with. Closed door, knock three times... Neither style is better or worse.

To summarize, there are four areas which I see as some of the areas of comparison. Let me just recap quickly: a management culture, a financial culture, a market culture and an employee culture.

So take this case study, take this information, look at your situations, look at the companies and I think perhaps you might draw some of your own conclusions and we'll talk about it later.

## On Consul Thomas F. Johnson, a great supporter of the Fulbright Alumni e.V.

"First the ham, then the beef." The description - and the event - were vintage Tom Johnson. He had seen a Frankfurt American high school drama class perform one of their plays. The kids were great, the performance was really impressive. Everyone always complains about too little exchange between American and German high school students in Frankfurt. Why not having the American students perform their play for German gymnasium students? Before I knew it, the event was arranged. After the amusement or "ham", the America Haus foyer was filled with the aroma of 200 whoppers from Burger King as the students substituted good old American beef for their usual home cooked lunches. Be it a barbecue for AFS students, a reception for returning Fulbrighters or support for any kind of educational exchange between Germans and Americans, Tom Johnson's hand is sure to be in there somewhere.

The son of a professor of classics and an English teacher, Tom Johnson's concern for education comes naturally. Anyone who has walked along the "Zeil" with him knows how dangerous it is to pass a bookstore. He can't resist picking up a book or two or three - or at least browsing a little. That interest, fortunately for all of us, has been translated into an unwavering belief in the importance of educational exchanges among peoples of different nationalities.

His own interest in Germany was, in fact, sparked by his mother who challenged him to investigate his childhood prejudices formed by pictures of wartime Germany. That led to graduate studies in Berlin and a degree in political science and journalism. From there it was but a short step to joining the United States Foreign Service and to embarking on a lifetime of trying to dispel other people's prejudices about the United States and to fostering closer ties between Germans and Americans.

As a career foreign service officer, Tom Johnson's work has spanned three continents. He served as Cultural Officer in Paraguay, Radio-TV Officer in Mexico City, Amerika Haus Director in Heidelberg and is just about to complete four years as Director of the Amerika Haus and Branch Public Affairs Officer of the American Consulate in Frankfurt. Along the way he acquired fluent Spanish and German. He returns now to Washington where he will work in Personnel Office in the headquarters of the United States Information Agency. Although he'll no longer be on hand to take a turn at the podium during a Fulbright Pow Wow, I rather suspect that any Fulbrighter travelling through Washington will find an open door and big grin awaiting them at the Johnsons' residence.

Susan Elbow  
Asst. Branch Public Affairs Officer

# Welcome home, strangers

## 3. Fulbright Alumni Returnee Meeting am 19./20. November 1988 in Aachen

Hiermit möchte ich alle "frischgebackenen" Returnees im Namen des Fulbright Alumni e.V. in Deutschland herzlich willkommen heißen. Mein Name ist Karin Hirsch, ich habe 1984/85 als Fulbrighterin an der University of Hawaii Psychologie und Cultural Anthropology studiert und studiere zur Zeit noch Psychologie und Ethnologie an der Universität Frankfurt. Meine Aufgabe ist es, mit den Returnees einen Workshop zum Thema "Reverse Culture Shock" durchzuführen, also zu einem Phänomen, dessen Auswirkungen ich am eigenen Leibe erfahren habe. Ich habe mit den Returnees der letzten beiden Jahrgänge solche Workshops bereits erfolgreich durchgeführt und freue mich auch dieses Jahr darauf, Euch kennenzulernen.

Das Phänomen des "Reverse Culture Shocks" ist quasi ein Komplementärkonzept zum "Culture Shock", auf den wir alle durch die Fulbright Kommission vorbereitet waren. Um einen kleinen Vorgeschmack auf den Workshop zu geben, möchte ich beide Phänomene kurz beschreiben und auf die Prozesse eingehen, die in uns während und nach des Amerika-Aufenthaltes abgelaufen sein können.

Der sogenannte "Kulturschock" hat uns wohl allen mehr oder weniger zu schaffen gemacht: Unsere Mitmenschen verhalten sich nicht so, wie wir das erwarten. Wir sind vielen neuen Situationen ausgesetzt, was einen gewissen Stress verursacht. Aber wir können auch viel aus der Konfrontation mit einer anderen Lebensweise lernen. Ein Auslandsaufenthalt führt im Allgemeinen nicht nur zu einem besseren Verständnis der anderen Kultur, sondern auch und vor allem zu einer stärkeren Auseinandersetzung mit der eigenen Kultur. Die Selbstverständlichkeit gewisser Verhaltensweisen, Einstellungen und Wertvorstellungen wird in Frage gestellt. Diese Infragestellung festgefahrener Strukturen, die sich beispielsweise in unserer eigenen Unbeholfenheit in bestimmten Situationen äußert, führt zu einem Lernprozeß, in dessen Verlauf wir Neues ausprobieren und uns (mehr oder weniger bewußt) entscheiden können, welche Elemente wir

übernehmen wollen und welche nicht. In gewisser Hinsicht werden wir vielleicht unsere eigene Kultur mehr zu schätzen wissen. Aber wir werden sicher auch attraktive Alternativen zu der Lebensweise, die wir von zu Hause gewohnt sind, kennenlernen.

In Verlauf dieser Zeit im Ausland haben wir uns also verändert. Was passiert nun, wenn wir in die vermeintliche Selbstverständlichkeit des deutschen Alltags zurückkehren? Die meisten von uns werden keine Schwierigkeiten erwartet haben. Im Gegensatz zu unserem Aufbruch nach Amerika wissen wir ja - oder glauben zumindest zu wissen - was uns hier erwartet. Die Veränderung, die wir in Amerika erfahren haben, führt jedoch dazu, daß der deutsche Alltag unerwarteterweise seine Selbstverständlichkeit verliert. So manch einer erlebt den "Reverse Culture Shock" intensiver als den eigentlichen Kulturschock. Es fängt damit an, daß man sich vielleicht an den muffigen Gesichtern in der U-Bahn stört. Einige finden Freund/Freundin in den Armen einer/eines anderen wieder, und wie hart ist es erst, wenn man den/die Geliebte(n) in Amerika zurücklassen mußte. Auch die nüchterne Erfahrung, wieder "eine(r) unter vielen zu sein" und kein "big fish" mehr, ist vielleicht nur schwer zu ertragen.

Der Workshop soll allen die Gelegenheit geben, Erfahrungen (positive wie negative) auszutauschen, sowie alternative Möglichkeiten des Umgangs mit kritischen Situationen zu diskutieren. Manchmal helfen schon die Anregungen der anderen und die Erkenntnis, daß andere ganz ähnliche Probleme haben, von den eigenen Erfahrungen zu profitieren und sie kreativ umzusetzen, anstatt darunter zu leiden.

Also wenn Ihr Interesse an solch einem Gedankenaustausch habt, kommt zu unseren jedes Jahr im Herbst stattfindenden Returnee-Meetings!

Bis dann, Karin Hirsch

### Hier noch einmal das Programm des Aachener Returnee Meetings 1988

Empfang durch den Bürgermeister der Stadt Aachen.

"Physics in the Future", Vortrag von Prof. Dr. Joachim Treusch, Vorstandsmitglied der Kernforschungsanlage Jülich.

"Operation Binnenmarkt 1992", Vortrag von Dr. Werner Ungerer, Botschafter der Bundesrepublik bei der EG in Brüssel.

"Back home - a new challenge", Workshop mit Karin Hirsch, Fulbright Alumna 1984/85

Führung durch die historische Innenstadt von Aachen.

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Souchaystraße 3  
D-6000 Frankfurt am Main  
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Phone 069-62 02 21

### Redaktion

Sabine Dietrich, Sigrid Herr  
Antje Hildebrandt, Johannes Müller  
Jürgen Mulert, Stephan Siemer  
Oliver Steinmetz, Bernd Wagner

### Bankverbindung

Fulbright Alumni e.V.  
Konto 5478 85-600  
PGiroA Frankfurt  
BLZ 500 100 60

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