



Inner vs Outer Direction

Resolving Dilemmas from Conflicting Values in Cultural Diversity

Based on: Hampden-Turner & Trompenaars

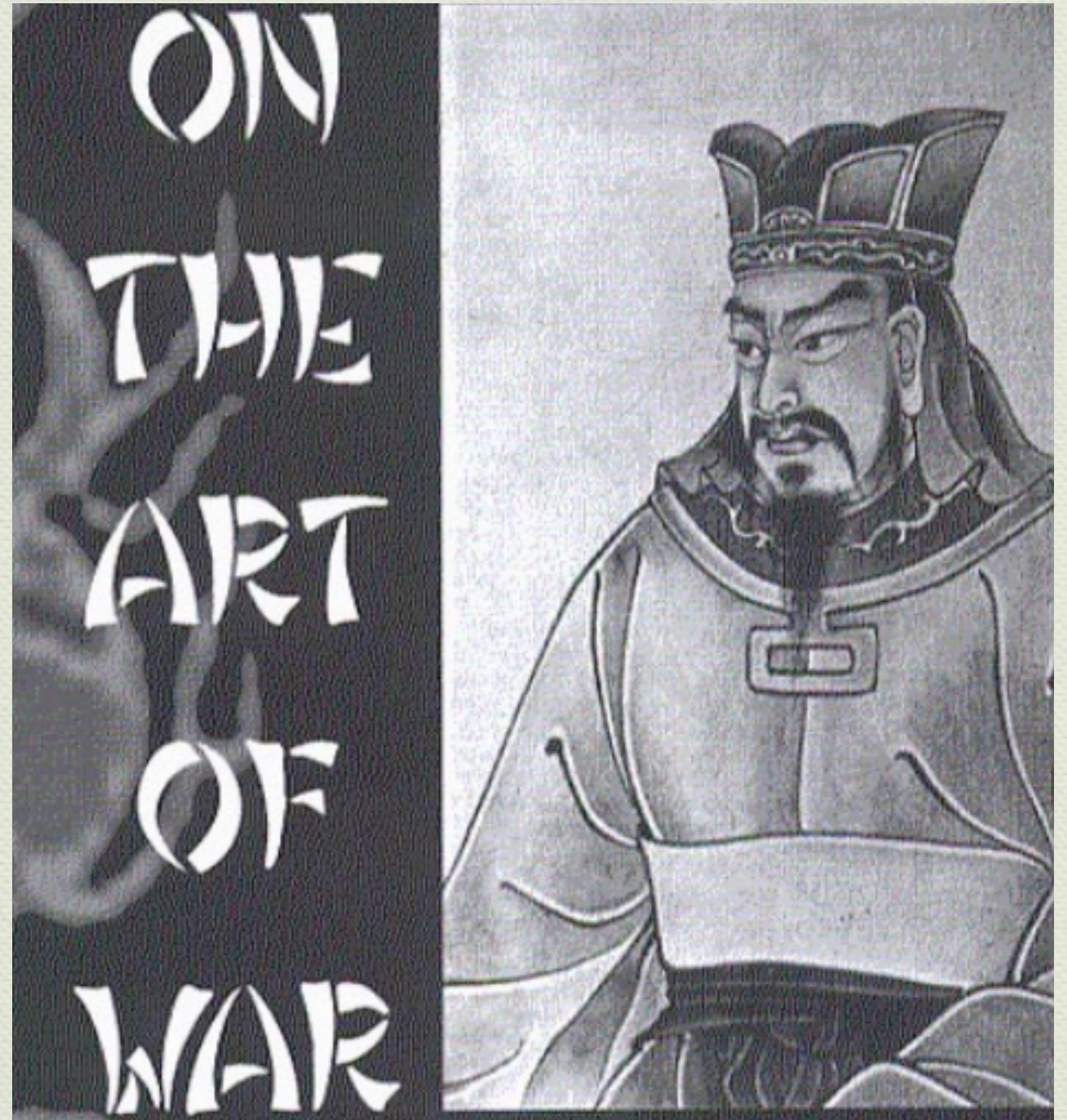
Inner Direction

- ◆ Think of Alexander the Great
- ◆ Inner Direction implies that virtue is inside each one of us, inside our souls, desires, convictions, principles, and beliefs. Inside we know what is right. As such, we need to follow conscience.



Outer Direction

- ◆ Think of Sun Tzu (The Art of War)
- ◆ Outer direction implies that virtue is outside of ourselves, in natural rhythms, and in the beauties and powers of nature. We have to conform to these forces.



Measuring Inner and Outer

- ◆ Focus on key words like destiny, luck, and opportunity.
- ◆ How much do you agree with the following:
 - ◆ It is never good to depend on destiny.
 - ◆ The truth is that there is no such thing as luck.
 - ◆ Getting the right job depends on being in the right place at the right time.
 - ◆ Without opportune moments, it is impossible to be a successful leader.

Why Americans are more inner

- ◆ A nation of immigrants. Many came to this country with the idea of building a better life for themselves. One can realize their dreams here.
- ◆ We can “master” things. E.g., Master of Business Administration
- ◆ The legal and political system is highly confrontational. “The best defense is a strong offense.”
- ◆ “Let us make man in our image..., and let them have dominion over the fish of the sea, over the fowl of the air, and over the cattle, and over all the earth.” Genesis 1:26 Judeo-Christian Ideal.

The Best of Inner Direction

- ◆ Born with the idea of being faithful to your conscience. “Hier stehe ich. Ich kann nicht anders. Got helfe mir.”

Lutero

- ◆ “I did it my way” Frank Sinatra
- ◆ Supports the grand and noble ideas, “Try is, because you can do it.”



Invictus

William Ernest Henley (1849-1903)

*Out of the night that covers me,
Black as the pit from pole to pole,
I thank whatever gods may be
For my unconquerable soul.
In the fell clutch of circumstance
I have not winced nor cried aloud.
Under the bludgeoning of chance
My head is bloody, but unbowed.
Beyond this place of wrath and tears
Looms but the Horror of the shade,
And yet the menace of the years
Finds and shall find me unafraid.
It matters not how strait the gate,
How charged with punishments the scroll,
I am the master of my fate:
I am the captain of my soul.*

*Note: Written from hospital bed after the
amputation of his leg, a victim of tuberculosis.*



Exaggeration of Inner Direction

- ◆ Win, no matter what the cost.
- ◆ Creates a culture of debates, disputes, and arguments. “Kill or be killed.”
- ◆ Superheroes are all examples of inner direction, which is actually a false idea.
- ◆ Being strong implies that the subordinates live in fear, humiliated. “Only the strong survive.”
- ◆ Watergate-like scandals.

The Best of Outer Direction

- ◆ We only become a “master” when we learn to give our selves up to nature. The strongest are the most disciplined, those who have reactive skills.
- ◆ Excellent observers. E.g., “tiger” economies that develop from first observing others.
- ◆ Zen-like ideals that cause one to imitate strength, beauty, speed, and majesty, as is seen in nature. E.g., Oriental Gardens.
- ◆ Suited well to cultures that live in places of high population density or extreme climates.

Exaggeration of Outer Direction

- ◆ Self-Sacrifice to external authorities. (E.g., Kamikaze Pilots)
- ◆ Distortion of what is “natural” (E.g., Geishas)
- ◆ Accepting of nature instead of trying to change the situation



Inner and Outer Examples

- ◆ Volvo vs. Mitsubishi - What happens with a Volvo crashes into a Mitsubishi?
 - ◆ Volvo: The strength of the car protects the passenger.
 - ◆ Mitsubishi: The car absorbs the impact to protect the passenger.
- ◆ Mergers and Acquisitions: American companies focus on buying the majority of shares in order to control decisions. Japanese companies focus on buying minority shares in order to better observe operations, leaving the acquisition decision for a later time.
- ◆ The grand plan (strategy) vs. adjustments, improvisation, reaction, and anticipation. E.g., 350cc Honda motor, smart rooms.
- ◆ Al Dunlap - "Chainsaw Al"

Examples from Movies

- ◆ Outer Direction

- ◆ The Seventh Seal

- ◆ Inner Direction

- ◆ Ballad of Narayama

Reference:

Hampden-Turner, Charles and Fons Trompenaars. 2002.
*Building Cross-Cultural Competence: How to Create Wealth
from Conflicting Values*. New Haven & London: Yale
University Press.