

Managing Cross-culturally in Africa



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With:

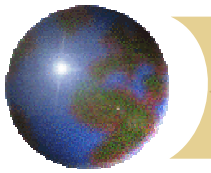
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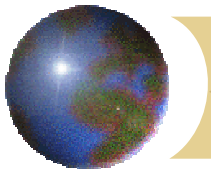


Africa: Differing Views

'Africa was weak before the Europeans touched its coasts. Nature is not kind to it. This may be the birthplace of mankind, but it is hardly surprising that humans sought other continents to live in'. (The Economist, May 11th 2000)

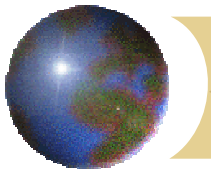
'We look at Africa as the last emerging market People who invested in Japan after World War II when it was in ruins were viewed as quite radical, but they made a lot of money. That's the same argument we're making with Africa today'. (Fortune, February 19th, 1996)

'Our vision of an African renaissance must have as one of its central aims the provision of a better life for these masses of the people whom we say must enjoy and exercise the right to determine their future. That renaissance must therefore address the critical question of sustainable development which impacts positively on the standard of living and the quality of life of the masses of our people.' (Thabo Mbeki, Africa Renaissance Conference, September 1998)



Three views of African leadership

- Africans need authoritarian leadership
(‘stick’ theory: Control-oriented)
- Leadership needs to be result-focused
(‘carrot and stick’ – Western/Anglo-America: results-oriented)
- Leadership should reflect community values:
(people-oriented: *African Renaissance - Humanistic management*)

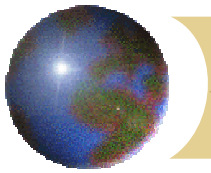


Hybrid Management Systems

- **Post-colonial management: control-oriented** (historical legacy) what we see as 'African management'
- **Post-instrumental management: results oriented** (economic reform) what we see as the 'solution' to African problems
- **African Renaissance/humanistic management: People oriented** (cultural renaissance) what we see as a 'dream'

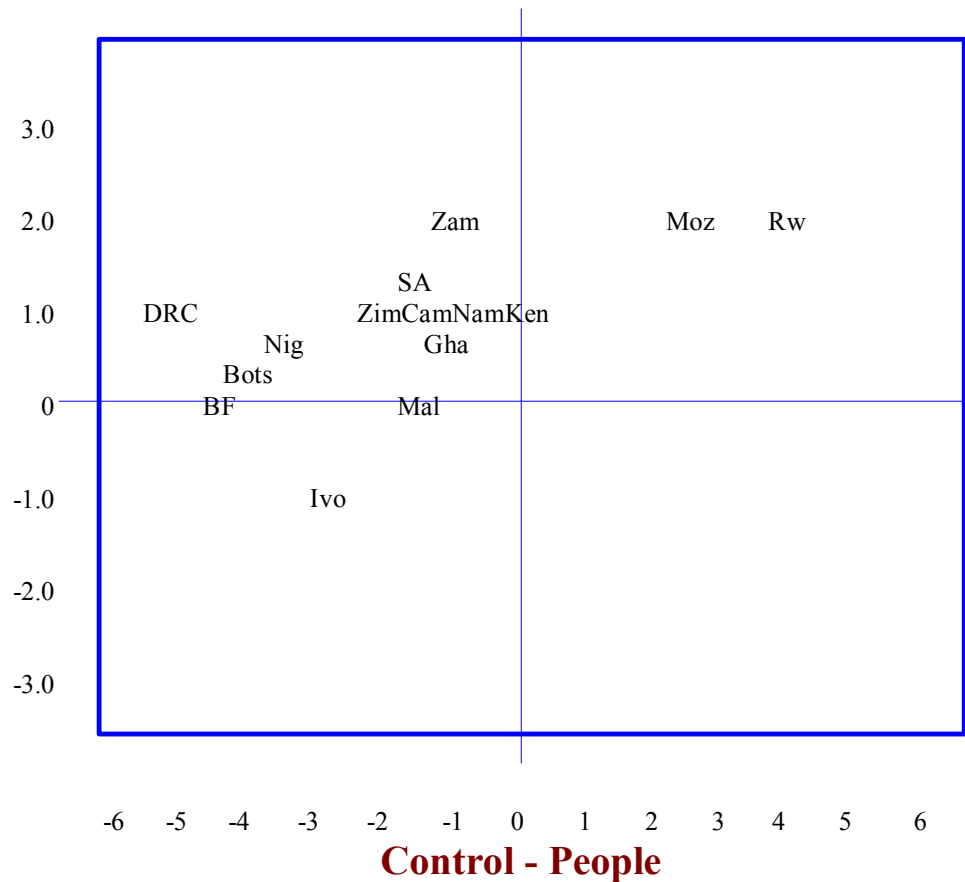
The Aloe – An African Hybrid

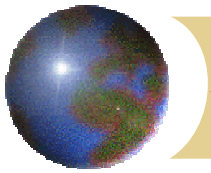




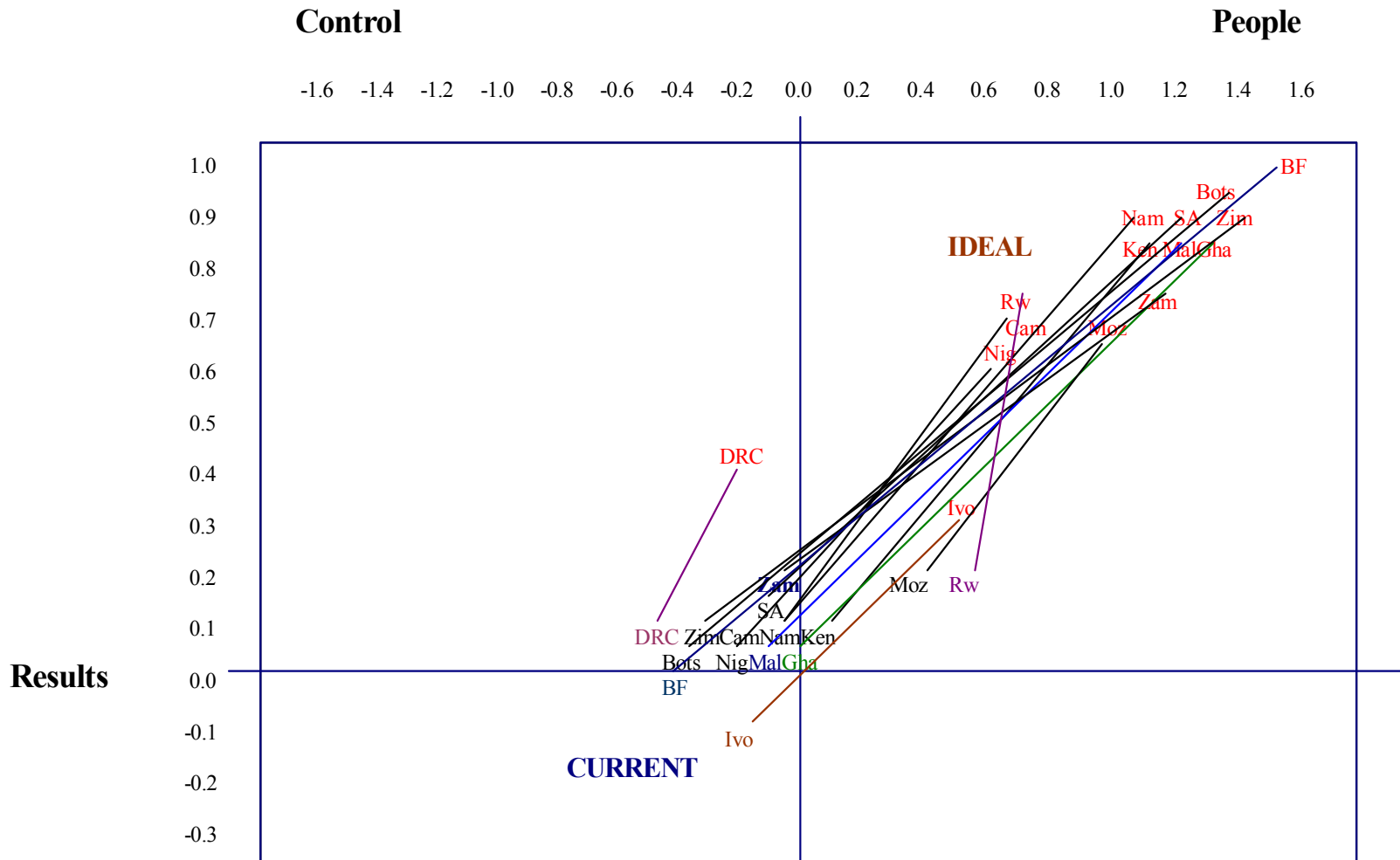
So, what does management look like today in Africa?

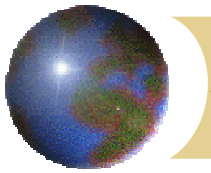
Results





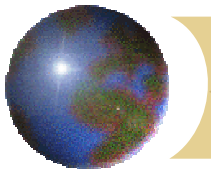
Where should it be going?





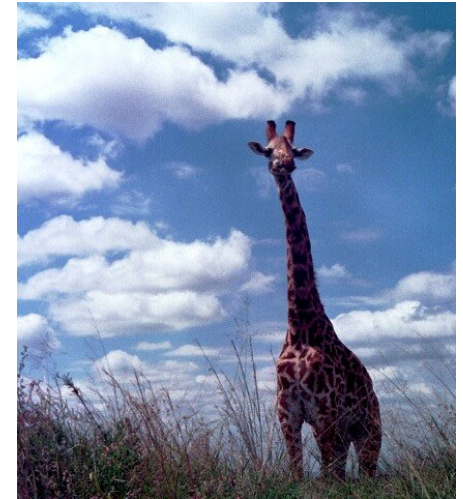
More specifically, what do managers do well in Africa?

- Manage environmental complexity and uncertainty
- Manage multiple stakeholder interests
- Manage multiculturalism
- Manage increasingly across borders
- Manage relationship between work and community/home life
- Manage relationship between Western *instrumentalism* and African *humanism*



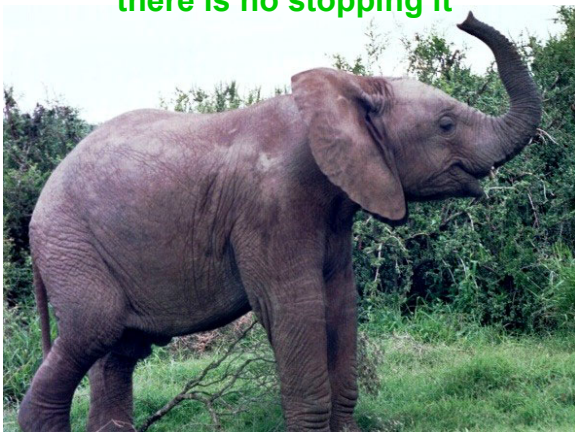
Developing Effective and Appropriate Management in Africa

- ⊕ Accommodate multiple stakeholders
- ⊕ Develop effective decision processes
- ⊕ Develop ability to turn constraints into opportunities

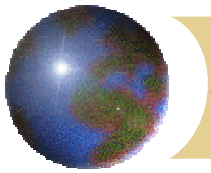


Giraffe – can see above its operating environment

The Elephant – once it moves there is no stopping it



- ⊕ Reconcile contradictions between home/ community and work
- ⊕ Assess the appropriateness of management
- ⊕ Manage multicultural dynamics
- ⊕ Develop awareness of own culture
- ⊕ Develop managers appropriately



What Next.....?

- ❖ **Premise:** effective and appropriate management of resources seems a logical way of alleviating human hardship and poverty, ensuring the welfare and dignity of all people, and creating wealth (while involving all stakeholders).
- ❖ **Areas of concern:**
 - ❑ MNC and appropriate management
 - ❑ Developing indigenous management
 - ❑ Entrepreneurship and organizations
 - ❑ Health Sector management
 - ❑ Public Sector reform and management
 - ❑ Managing NGO North and South