

# TIBCO™ | The American Work Culture



Bhavana Sontakke

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“The hardest thing to get in **Europe** is simplicity, people saying what they think and feel, openly and directly. It never happens.”

“Like many Easterners, **Indians** don't like to say 'no' outright. Sometimes the lack of an answer is tantamount to a 'no'. In other instances, a 'yes' without a follow-up is a 'no'.”

- **Freedom and Independence**
- **Communication**
- **Time Management**
- **Beliefs, Expressions, and Views**
- **Meeting Etiquette**
- **Presentation Techniques**
- **E-mail Tips**
- **Managers and Team Members**



- **Love freedom and individualism.**
- **Like privacy but not anti-social.**
- **Hardworking and focused.**
- **Think new is always better and 'past' is past.**



- Open and flat structure.
- Organized and independent.
- Hate to micromanage and to be micromanaged.

✓ What needs to be done?

~~❖ How it needs to be done?~~

- **Open and equal.**
- **Direct and straightforward.**
- **‘Say’ what you mean, and ‘mean’ what you say.**
- **Be ready to give and take feedback.**







- **If you want to say “no”, you must use the word “No.”**
- **Use verbal communication more than non-verbal communication.**
- **Make eye contact in one-on-one meetings.**
- **Speak slow and clear.**

# TIBCO™ | Time is Important ....Yours as well as MINE!



## Americans like to...

- Conquer time and fit 48 hours in a day
- Manage time efficiently
- Cram more tasks in the same timeline





## Americans like to...

- Improvise the way they do things.
- Have fast turnaround, quick decisions, and immediate responses.

## Americans dislike...

- Delays and missed deadlines
- Lengthy analysis, procedures, and approvals
- To be disturbed without prior appointments.
- Meetings that exceed beyond the scheduled time



Status Reports Delegate

To-do Tasks

Daily Plans

Save Time

Mark Calendar

Multi-task

Deadlines

Prioritize

Weekly Reviews

Schedules

Track Time

Organize



Fast

Faster

Fastest



Very Patient  
Too many details  
Do not rush

**Unfocussed, Unorganized, and Rambling**



Relaxed  
Too much socializing  
Waste time of all  
**Inefficient and Lazy**



Play safe  
Careful  
Anticipate consequences

**Timid and Cautious**

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- Good enough is good enough. It doesn't need to be always perfect.
- Any action is better than inaction.
- Do not mix up chat time with work time.

Americans schedule frequent meetings to discuss ideas.

## Dos

- Check time for each item on the agenda.
- Talk in transparent and straightforward manner.
- Complete it on time.
- Ask attendees if the meeting needs to be extended.





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## Don'ts

- Do not call for meetings if the purpose can be achieved by an e-mail.
- Do not call for a premature meeting.
- Do not invite people who are not needed.
- Avoid getting off the subject and giving too many details.



- Make a strong **opening** and **closing**.
- Keep it **practical**, **concrete**, and **focused**.
- Add **illustrations**, **examples**, **statistics** to make it more real and practical.
- Give the **'big picture'** with pointers instead of giving all the details.
- End it **on time** or early.



- Avoid **abstraction**, theories, concepts, or paradigms.
- Avoid giving **too many details** such as history, proposal, and methodology.
- Try NOT to cover **what you know**. Cover what the audience wants.
- Be careful with **humor** as it can be culture specific.

- On an average, a person spends 1 hour 45 minutes in e-mail communication.
- E-mails form an **impression**.
- **Less** is always more.
- Send an e-mail only **if necessary**.
- Come **to the point** quickly, and don't beat around the bush.



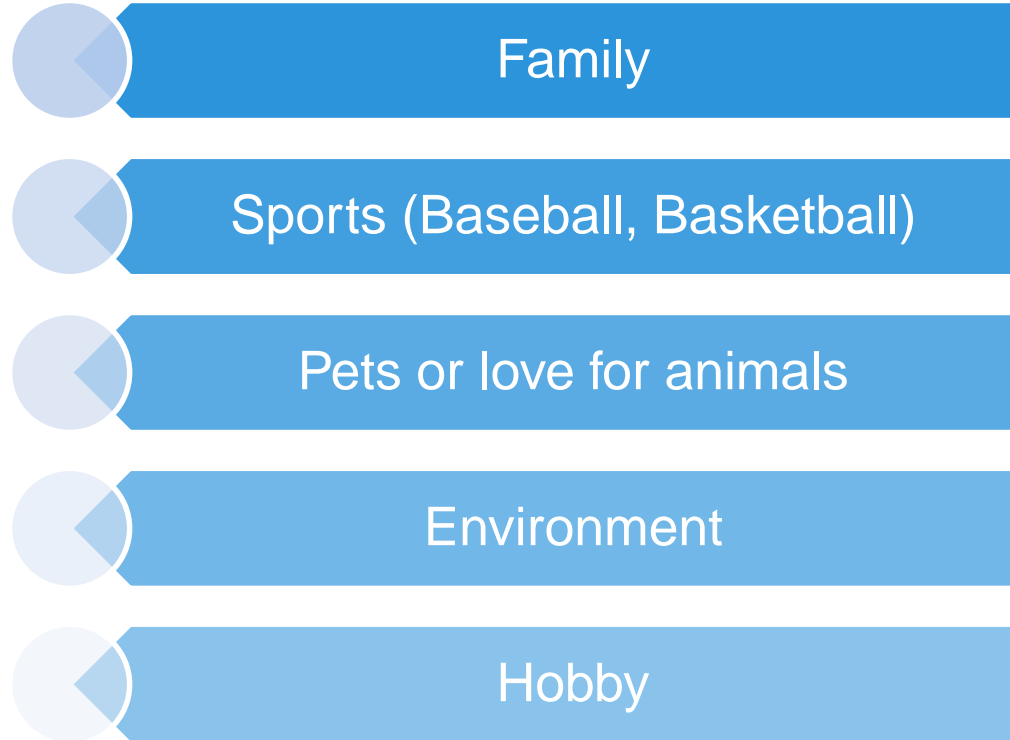
- Give an appropriate **subject**.
- Use **attachment** only if required. Provide details of the attachment in the e-mail.
- **Acknowledge** the e-mail in short if you are going to need some more time.



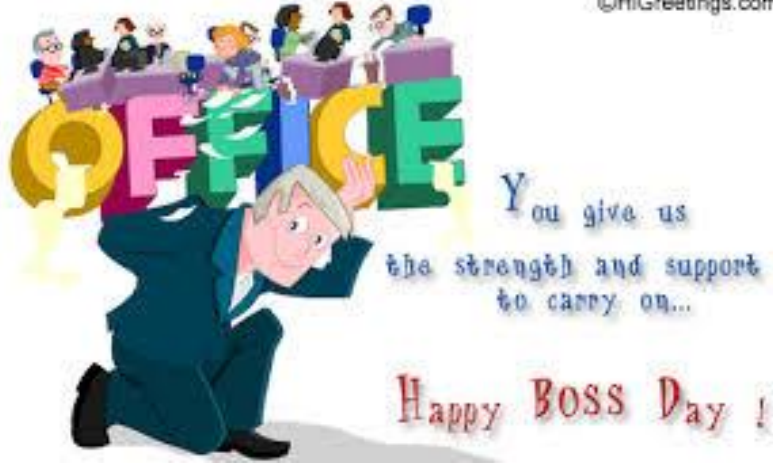
## Topics to be avoided:

- Religion
- Weight
- Age (Birth date)
- Physical Appearance
- Politics
- Personal Space (photos)

## Topics favored:



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All employees are equal and valued.



No role is superior or inferior.



There is a difference in job profile of both the roles.



Judge all with the same standards based on results and performance.

Do not micromanage, meddle, interfere, or mistrust your own people.

Sketch out the big picture, give instructions, guidance, and then take a back seat.



Do not interpret being challenged as a sign of disrespect.

Do not expect too much direction and guidance, or be afraid to take responsibility.

Take ownership of work, be independent, and keep the manager informed.

Seek guidance when needed.

AMERICANS at WORK  
A Guide to the Can-do People  
by *Craig Storti*

When East and West Meet  
by *S. J. Chang*