

It's Ok to Pay for Ketchup

and other lessons-learned from an international career in finance

Raymond Kerkvliet

Business-Unit CFO

Shell Pennsylvania Chemicals

Michael High

Business-Unit CFO

Shell Deep Water Gulf of Mexico

Culture Shock



Agenda



Introductions



Cultural Vocabulary & Framework



International Experience = Better Analysis



International Experience = Better Leadership



Takeaways

Michael High

Lived in 4
countries



visited 30+
countries

worked with teams in 30+ countries

Raymond Kerkvliet

Lived in 7
countries



visited 50+
countries

worked in 25+ countries

A Word is Worth a Thousand Words?

“The United States and Great Britain are two countries separated by a common language.”

George Bernard Shaw

<u>What the British say</u>	<u>What the British mean</u>	<u>What others hear</u>
<i>I hear what you say</i>	<i>I disagree and don't want to discuss further</i>	<i>He accepts my point</i>
<i>That's not bad</i>	<i>That's good</i>	<i>That's poor</i>
<i>That's a brave proposal</i>	<i>You are insane</i>	<i>He likes my courage</i>
<i>I almost agree</i>	<i>I hate it</i>	<i>We are close</i>
<i>Quite good</i>	<i>Disappointing</i>	<i>Quite good</i>

IFP FinNext

March 23–25, 2021

Learner

Cross-Cultural Vocabulary

Culture

Norms

**Cross-cultural
literacy**

Values

Hofstede Dimensions of National* Cultures

**Individual results will vary*

Power Distance Index (PDI)

“Does society accept the hierarchical order?”

Individualism vs. Collectivism (IDV)

“Self image defined by I vs. We”

Masculinity vs. Femininity (MAS)

“Competition vs. cooperation”

Uncertainty Avoidance (UAI)

“Comfort with uncertainty and ambiguity”

Long-term vs. Short-term Orientation (LTO)

“Tradition vs. Pragmatism”

Indulgence vs. Restraint (IVR)

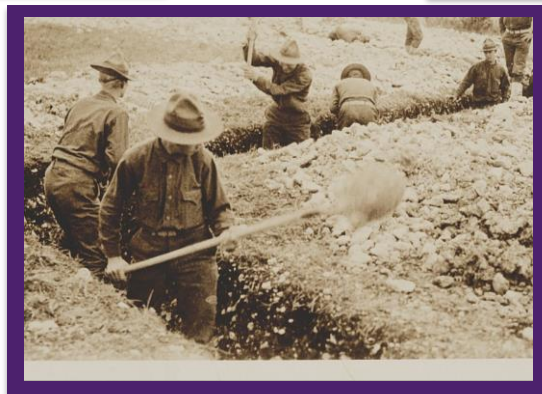
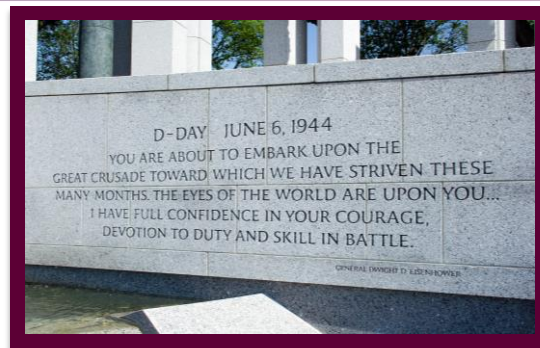
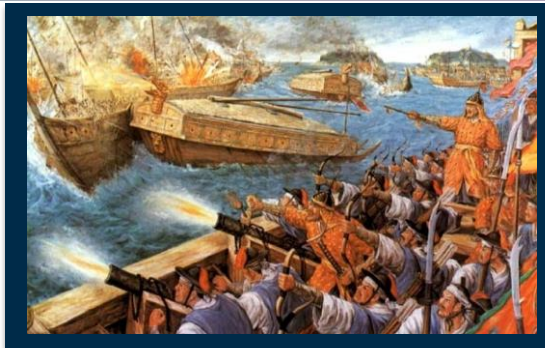
“Free vs. Suppressed Gratification”

IFP FinNext

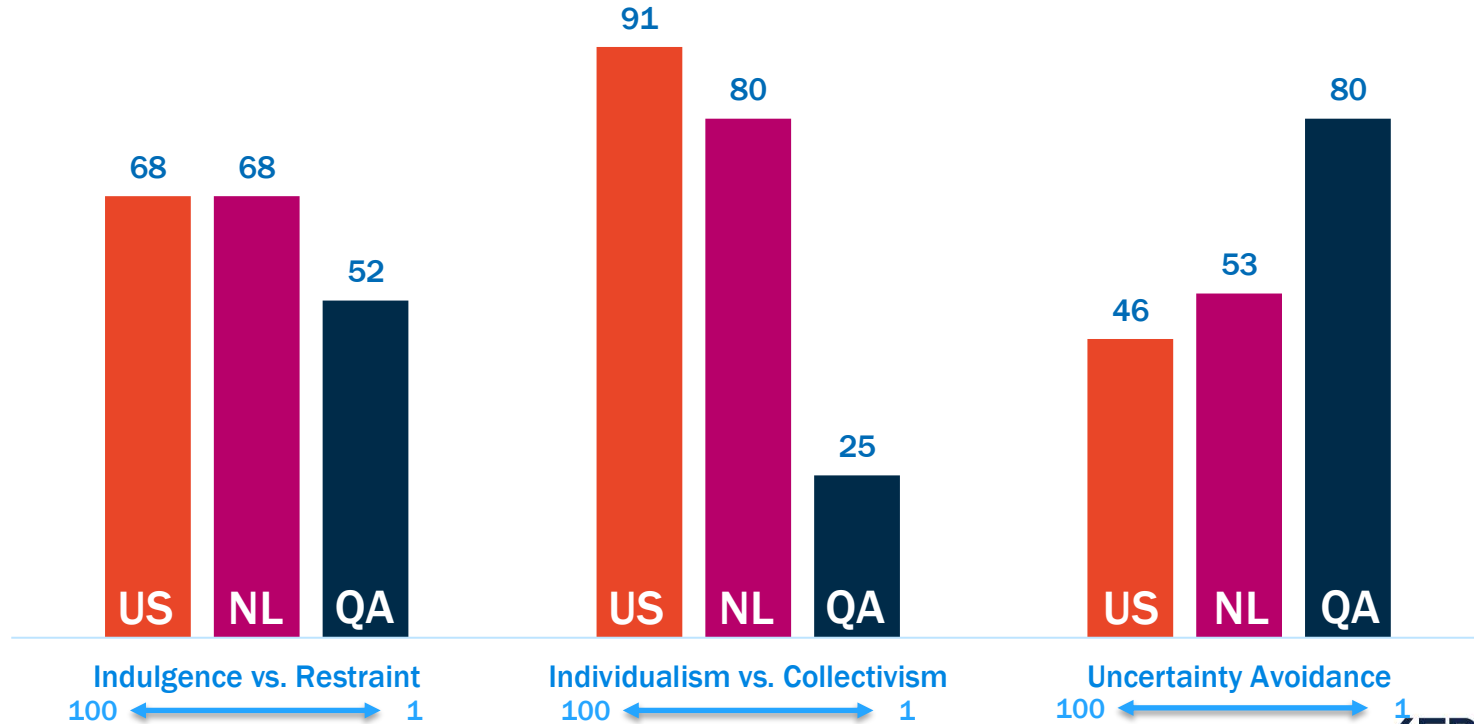
March 23–25, 2021

Analyst

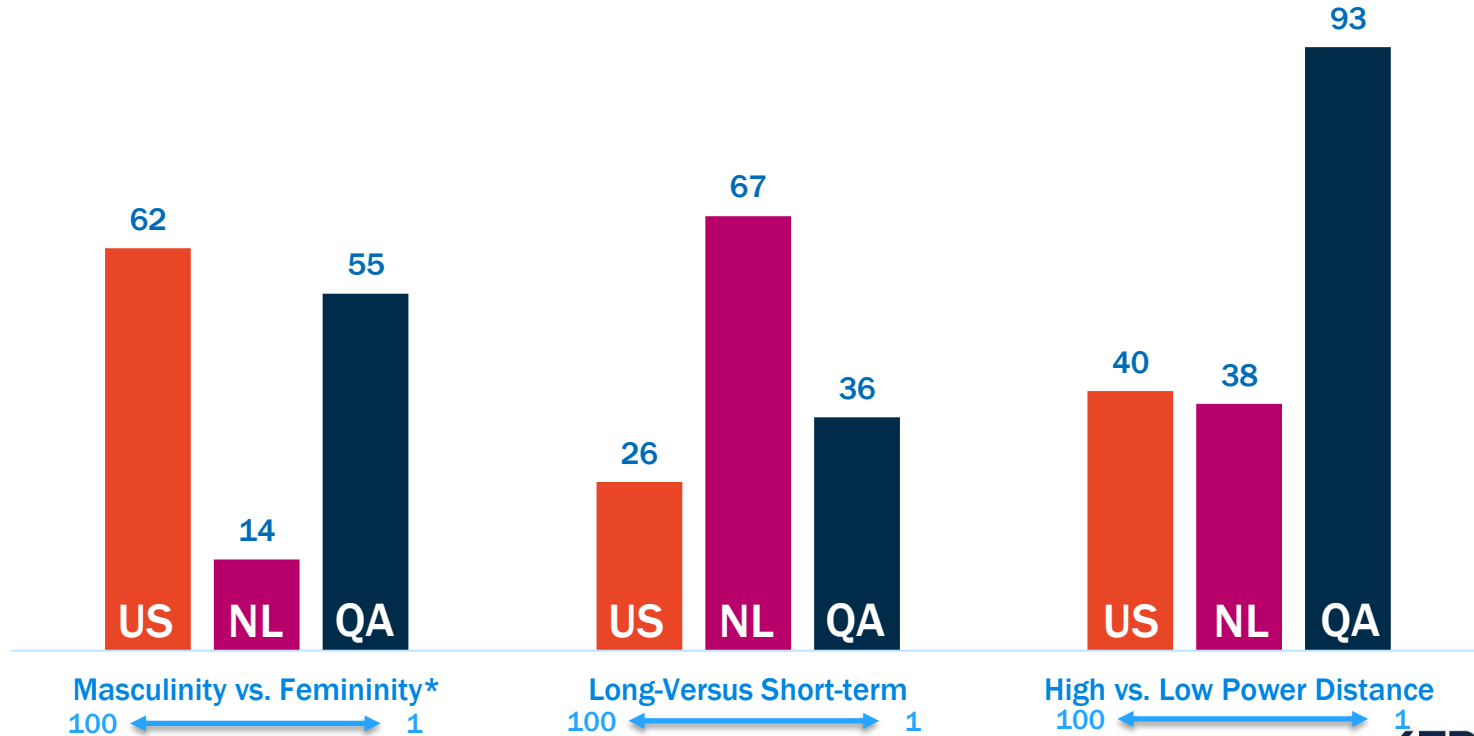
Know Your History - Great forecasters look back twice as far as they look forward



Yes Isn't Yes and No Isn't No



Analysis is most valuable when it leads to a decision. Cultural *heavily* impacts decision making.



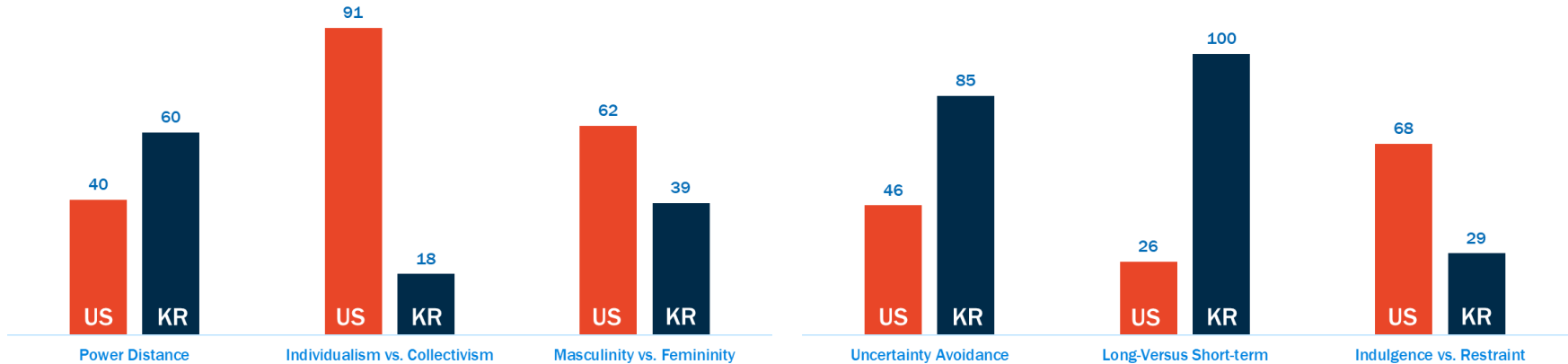
*Competition vs. Cooperation

IFP FinNext

March 23–25, 2021

Leader

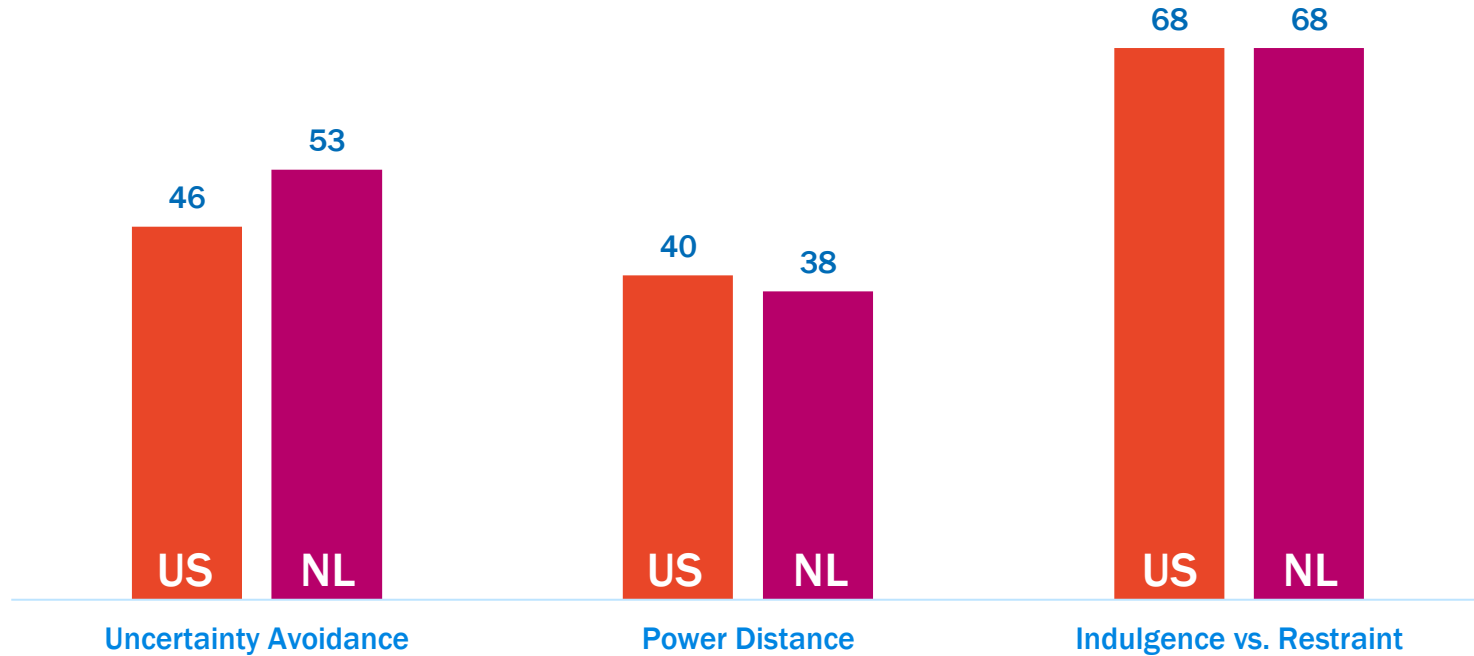
I am not in (Maryland) any more...



What do you call someone who speaks one language?



I assumed what got me here will get me there



“It’s not possible”

Niet Mogelijk

How Dare You Stand There!



Frustration by a thousand norm violations



This Photo by Unknown Author is licensed under [CC BY-NC-ND](#)



This Photo by Unknown Author is licensed under [CC BY](#)

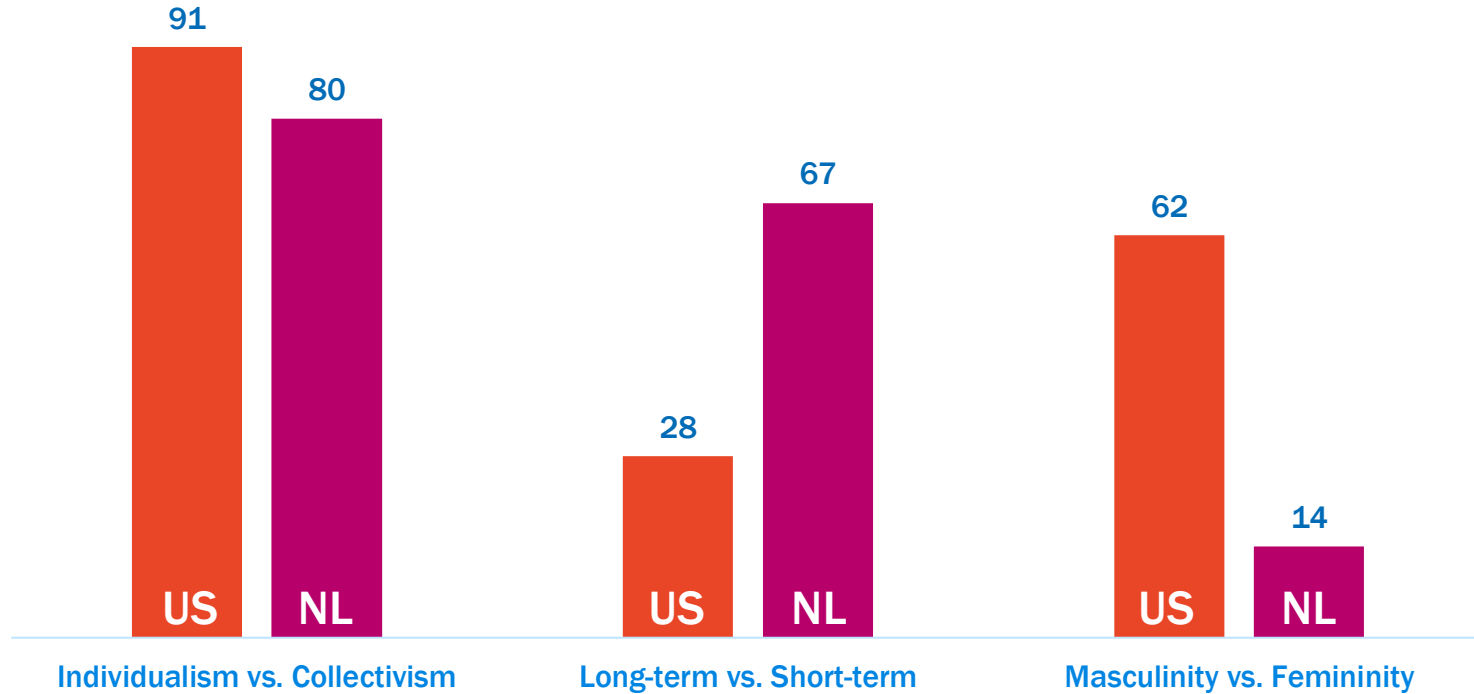


This Photo by Unknown Author is licensed under [CC BY-SA](#)

Bad news doesn't get better with age



You know what they say about assuming...

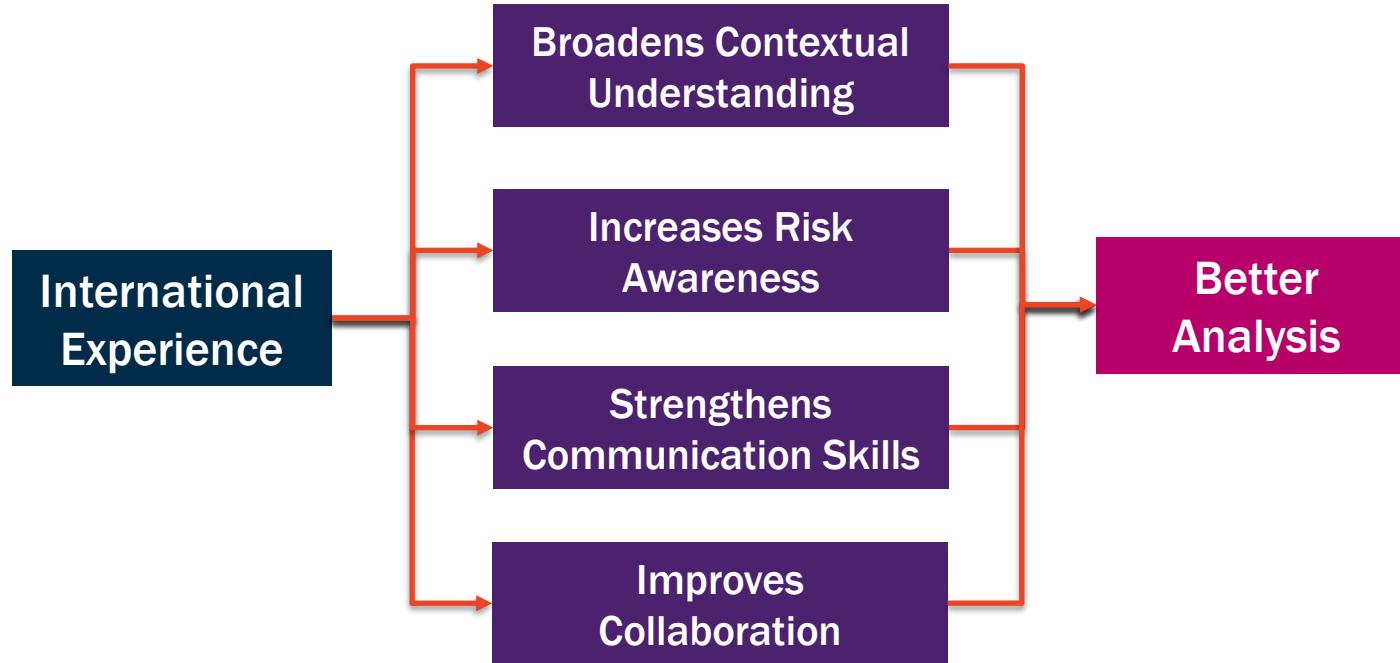


IFP FinNext

March 23–25, 2021

Takeaways

Cross-cultural experience improves analytical skills

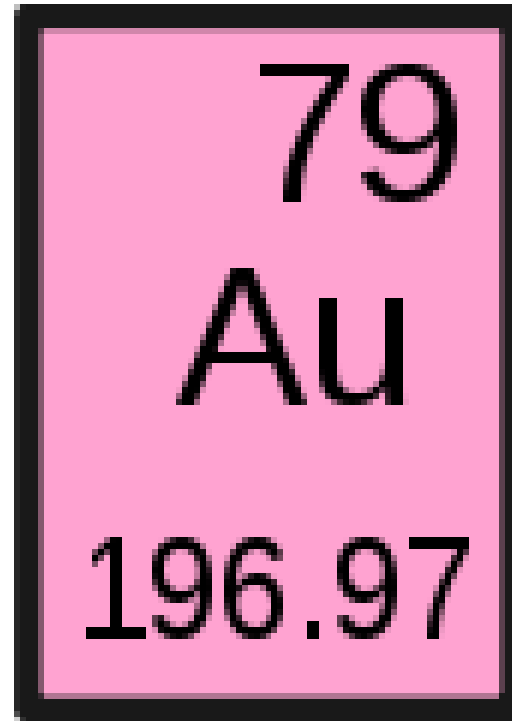
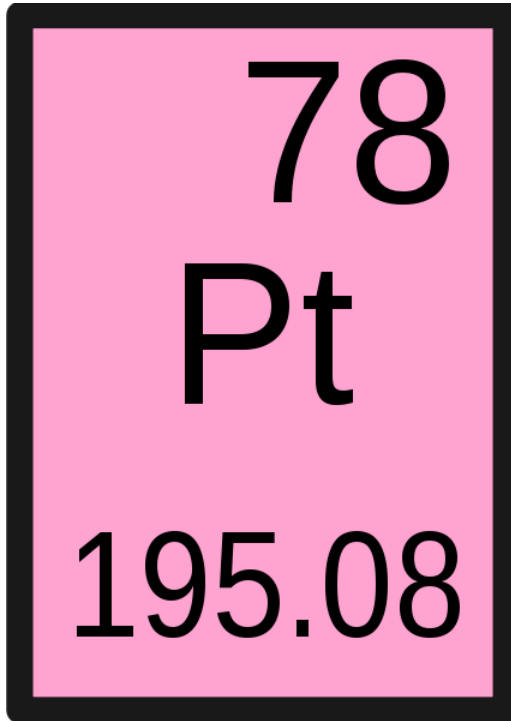


Increases authenticity

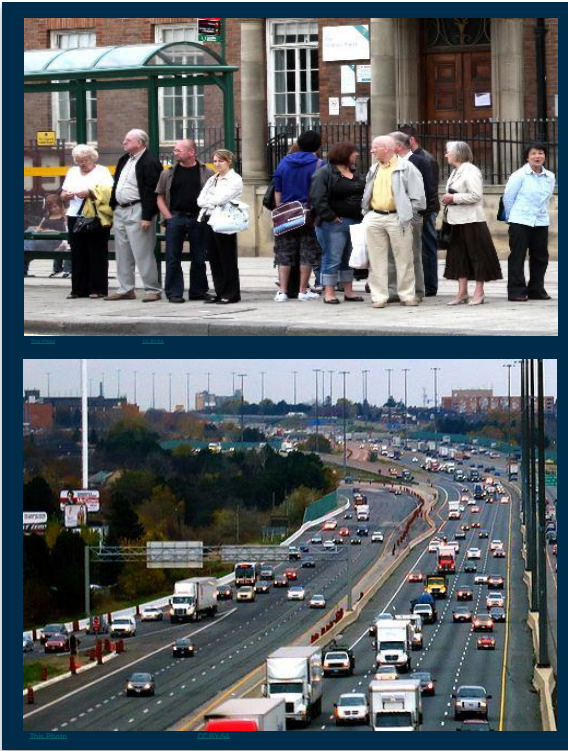
A 2018 HBR article titled “How Living Abroad Helps You Develop a Clearer Sense of Self” concludes international experience:

- forces self-discovery
- and reflection on one’s values
- which leads to increased emotional intelligence

Makes you less ethno-centric



Shows you how similar values can manifest quite differently



Summary

1. You don't have to live abroad to develop cross-cultural competence
2. Individual results will vary
3. International experience can help you better identify risks
4. It can also make you a better communicator
5. And help you build emotional intelligence.
6. Deep down you know it's ok to pay for ketchup!

What actions can you take?

Study History

Inquire about
values before
judging
actions

Seek out
reciprocal
mentors

Travel*

*COVID, I know!

Learn from
“near” and
“far” cultures

Check for
micro-
inequities

78 then 79

Take that
international
assignment