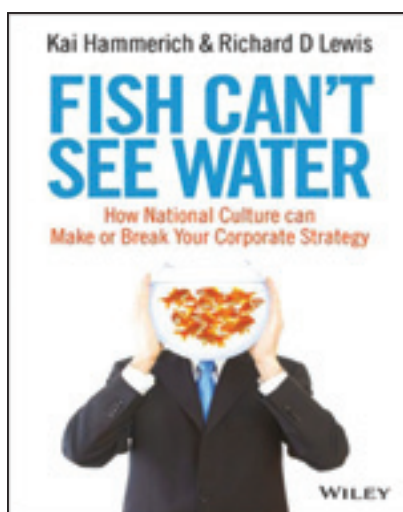




# “Fish Can’t See Water”

## How National Culture can make or break your corporate strategy



National culture, through its influence on corporate culture, has a powerful but often invisible impact on the success of global companies. What’s more, the very same national traits that accelerate growth at one stage of the corporate lifecycle may derail that growth at a different stage or when an inevitable crisis hits.

Reflecting concepts from Richard D. Lewis and Kai Hammerich’s latest book, *Fish Can’t See Water*, this seminar prepares companies for the challenges of a global business environment. It explains the concept that we can’t see our own cultural environment and uses detailed case studies to understand why, in certain cases, this has led to business failure whereas others have met the cultural challenges successfully.

### Seminar Outline

Duration: 1 day

#### Routes and roots of national cultures

#### Influences & Drivers

Geography &  
Environment  
History  
Language  
Religion

#### The 3 categories

Linear-Active  
Multi-Active  
Reactive

#### Nation-state traits and how they affect corporate cultures

USA  
Sweden  
France  
Japan  
Italy  
Germany  
Britain  
Finland

#### Traits as enablers and derailers

#### Differing cultural performance in times of crisis

#### Meeting crises: different attitudes

#### Case studies

Nokia  
Austin Motors  
Walmart  
Kone  
Daimler Chrysler

#### Recommendations to:

Investors  
Boards  
Management

### Further information or bookings

#### Finland

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