“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
Daniel Andrews +358 (0) 40 504 6996 or daniel.andrews@rlcglobal.com
Bettina Sarosi +358 (0) 40 701 8993 or bettina.sarosi@rlcglobal.com
For rest of world
Caroline Lewis +44 (0)1962 771111 or caroline.lewis@rlcglobal.com