
Cultural Detective® Business Case: Innovation Norway

1. Client Overview

Innovation Norway is the Norwegian Government's national and international trading organisation. Innovation Norway's mission is to give local ideas global opportunities. With offices in all of Norway's counties and in more than thirty countries worldwide, Innovation Norway offers products and services intended to help boost innovation in Norwegian business and industry, foster regional development and promote Norwegian industry and Norway as a tourist destination.

2. Opportunity Needs

As part of a corporate "InSpiration" Workshop for Region South and Southeast Asia, an introduction to Intercultural and Business Ethics Competence.

Client has roughly 20 local employees in the South and South East Asian (SSEA) region encompassing India, Malaysia, Singapore, South Africa, Thailand and Vietnam. Most of the country organisations are headed by Norwegian expatriates. Present at the workshop are also senior executives from corporate headquarters in Oslo. The challenge for the client is to adhere to the Code of Conduct and Ethics Guidelines and at the same time carry out business effectively throughout the region. In addition, participants should gain awareness of intercultural issues and pitfalls which can lead to misunderstandings affecting the client's business and their client expectations.

3. Solution

Design and delivery of a face to face session at a client workshop in Singapore. The session is split in two sections over two days:

- a) An intercultural simulation. The aim of this session was for the participants to experience that people of different cultures perceive differently and play by different rules. The players learn that they must understand and reconcile the differences before they can function effectively in a multicultural team.



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- b) A section on how to deal effectively with dilemma issues in order to be able to carry out business in line with Innovation Norway's ethical rules and the Norwegian Government's zero-tolerance policy in regards to corruption.

The method at the heart of the second section was Cultural Detective®:

- Eight dilemma cases were designed to cover the subject. Of these cases, three were based on real cases faced by the client. A sample case plus three other cases were selected by the client.
- A special "Our Region" Value Lens was designed to encompass the client's SSEA region.
- The **Cultural Detective** Global Business Ethics lens was compared with the SSEA region's Values Lens.
- The Cultural Detective methodology was introduced and a sample case was solved in plenum by all participants after which the 32 participants were divided into three teams, each responsible to solve one dilemma case. Finally, presentation of the completed worksheet was made in plenum.

4. Cultural Detective Benefits and Results

- Overwhelmingly positive response from participants, of which several were corporate senior management
- Clear understanding of intercultural influences on business ethics and dilemmas
- Promotes improved intercultural decision-making by practicing multicultural team solving of real world business scenarios
- Develops a shared mental model for building intercultural competence, and shared tools for cross-cultural collaboration

5. Suggested Improvements

- Additional time for the second session would have been useful as it would have given the participants time to solve several cases

