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Cultural factors in the development of international projects: a case study of South Africa and Germany in the engineering/construction industry

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Research Report APPENDICES:

Cultural Factors in the Development of International Projects;

A Case Study of South Africa and Germany in the Engineering/Construction Industry

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Johannesburg, South Africa

Supervisor:

Bernadette Sunjka

30 March 2017

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Appendix A: Data Collection Documents

Interview Participant Information Sheet

Date

Regarding the Participation in Research on the following topic:
Cultural Factors in the Development of International Projects; A Case Study of South Africa and Germany in the Engineering/Construction Industry

Dear Manager,

I am a part-time student at The University of Witwatersrand (in South Africa), in the School of Mechanical, Industrial and Aeronautical Engineering, conducting research regarding cultural factors that arise in the coordination of international projects. My supervisor is Bernadette Sunjka. My research project is titled *Cultural Factors in the Development of International Projects; A Case Study of South Africa and Germany in the Engineering/Construction Industry* and will be conducted in a South African and a German company; both of which are in the engineering/construction industry.

The research is centred on understanding what cultural factors exist in the two countries; what similarities and differences exist. It is critical to understand how these cultural factors play a role when the South African and German companies work together on one project. It is also important to determine whether these cultural factors affect the successful outcome of the project; with respect to time, cost and quality.

I would like to formally invite you to participate in this study. As a Manager of a well-established engineering company in South Africa/Germany, your knowledge and experience would contribute significantly.

The research data collection phase will be conducted between June 2016 and August 2016. You participation in this study would mean an interview, approximately 45 minutes in duration, with possibly a follow-up interview. Under the consideration that you have a position in management, the interview may be scheduled at your convenience. The purpose of these interviews will include understanding what cultural factors exist in the company and whether they are aware of them during the course of the management of international projects. The interviews would be conducted at your company privately without any external interference.

Participation in the study is completely optional and you are well within your rights to withdraw at any time. The company name, manager names, employee names, etc. will always remain anonymous and the confidentiality of all the information that is provided and collected will be strictly private and respected. It would be highly useful to my research if I could record interviews so that I may later transcribe them and analyse them. Your consent on the Consent Letter and also at the time of the interview will be required. You also have the option to disallow the use of audio recorders during your interview.

The results of the study will form part of my MSc dissertation report, and may also be reported in academic papers and at conferences. A summary of the results of the research will be made available to you on request.

Please do not hesitate to contact me should you have any further questions or require more information.

I eagerly await your response.

Yours faithfully,
Yashmee Bhana Jogessar (Project Manager, Engineering)

University of the Witwatersrand
Johannesburg, South Africa
Private Bag 3, WITS 2050, South Africa
Email: lucille.mooragan@wits.ac.za (Human Research Ethics Committee, Non-Medical)
Tel: +27 11 717 1408

Supervisor: Bernadette Sunjka
Tel: +2711 717 7367
Email: Bernadette.sunjka@wits.ac.za

Interview Participant Letter of Consent

Letter of Consent Rev.00

Semi-Structured Interviews; Company SA/Company GER (*strike out irrelevant one*)

I, _____,

agree to participate in the MSc. (Industrial) research project entitled *Cultural Factors in the Development of International Projects; A Case Study of South Africa and Germany in the Engineering/Construction Industry* which is to be conducted by Yashmee Bhana Jogessar (engineering masters student). The project will be completed at The University of the Witwatersrand in the School of Mechanical, Industrial and Aeronautical Engineering under the internal supervision of Bernadette Sunjka.

I also certify that I have received a signed copy of this letter of consent by hand delivery or by email.

I acknowledge that the purpose, aims and objectives of the research have been clearly explained to me and I understand that it entails the following (please indicate your agreement of each point with a cross):

- I agree to allow access to the company and prefabrication workshops for the data collection of this research.
- There will be an interview with an approximate duration of 45 minutes; and possibly a follow-up interview.
- With permission, the interviews will be recorded and subsequently transcribed for data analysis.
- I understand that the researcher is currently an employer and will conduct participant observations in the company's workshops with prefabrication teams.
- I understand that this information will also be recorded and utilised for data analysis.
- I have the full and complete right to choose to withdraw from this research project at any time without any penalties, even after signing this letter of consent.
- I have the full and complete right to not answer one or more of the questions during the duration of the research project.
- A summary of the transcribed data will be provided to me at request.
- I am open and unrestricted to broadly discuss topics that are relevant to the discussion without being intimidated or compelled by the interviewer in any way.
- Pseudonyms have been used to conceal my identity, and that of my company, my employees and my clients.

- All information disclosed in interviews (and participant observations with workshop employees) will remain confidential at all times.
- Any audio recordings that are collected during interviews will be securely stored during the course of the research (data collection) as well as after research has been completed.
- This project was approved by the Faculty of Engineering and the Built Environment of the University of the Witwatersrand and the School of Mechanical, Industrial and Aeronautical Research Ethics Committee (non-medical) of the University.

Your signature on this consent form indicates that you clearly understand your rights to participate in this interview and the subject matter that will be researched and discussed during the interview.

If I have any questions or concerns about my rights or treatment as a participant, you may contact me (the researcher) or should you need higher level information then the Chair of the School of Mechanical, Industrial and Aeronautical Human Research Ethics Committee (non-medical) at +27 11 717 1408 or by email, Lucille.Mooragan@wits.ac.za.

Signed: Date:

Should I require any further information, clarification or have any questions regarding the research project the following person may be contacted.

Name and Surname: Yashmee Bhana Jogessar (Project Manager, Engineering)
Telephone No.: +49 (0) 173 3424 661
Email: yashmee@gmail.com

Participant in Participant Observation Information Sheet

Date

Regarding the Participation in Research on the following topic:
Cultural Factors in the Development of International Projects; A Case Study of South Africa and Germany in the Engineering/Construction Industry

Dear Employee,

I am a part-time student at The University of Witwatersrand (in South Africa), in the School of Mechanical, Industrial and Aeronautical Engineering, conducting research regarding cultural factors that arise in the coordination of international projects. My supervisor is Bernadette Sunjka. My research project is titled *Cultural Factors in the Development of International Projects; A Case Study of South Africa and Germany in the Engineering/Construction Industry* and will be conducted in a South African and a German company; both of which are in the engineering/construction industry.

The research is centred on understanding what cultural factors exist in the two countries; what similarities and differences exist. It is critical to understand how these cultural factors play a role when the South African and German companies work together on one project. It is also important to determine whether these cultural factors affect the successful outcome of the project; with respect to time, cost and quality.

I would like to formally invite you to participate in this study. As an employee of a well-established engineering company in South Africa/Germany, your participation in participant observations, during workshop activities, would contribute significantly.

The research data collection phase will be conducted between June 2016 and August 2016. Your participation in this study would mean the researcher conducting observations during your workshop activities, for approximately 30 minutes in duration. The observations may be conducted at any time during workshop operating hours (including lunch and tea times). The purpose of these observations will include understanding what cultural factors exist in workshop teams and whether members are aware of them during the course of the completion of international projects.

Participation in the study is completely optional and you are well within your rights to withdraw or not participate at any time. The company name, manager names, employee names, your name, etc. will

always remain anonymous and the confidentiality of all the information that is provided and collected will be strictly private and respected. Your consent on the Consent Letter and also at the time of the interview will be required.

The results of the study will form part of my MSc dissertation report, and may also be reported in academic papers and at conferences. A summary of the results of the research will be made available to you on request.

Please do not hesitate to contact me should you have any further questions or require more information.

I eagerly await your response.

Yours faithfully,
Yashmee Bhana Jogessar (Project Manager, Engineering)

University of the Witwatersrand
Johannesburg, South Africa
Private Bag 3, WITS 2050, South Africa
Email: lucille.mooragan@wits.ac.za (Human Research Ethics Committee, Non-Medical)
Tel: +27 11 717 1408

Supervisor: Bernadette Sunjka
Tel: +2711 717 7367
Email: bernadette.sunjka@wits.ac.za

Participant in Participant Observation Letter of Consent

Letter of Consent Rev.00

Participant Observations; Company SA/Company GER (*strike out irrelevant one*)

I, _____,

agree to participate in the MSc. (Industrial) research project entitled *Cultural Factors in the Development of International Projects; A Case Study of South Africa and Germany in the Engineering/Construction Industry* which is to be conducted by Yashmee Bhana Jogessar (engineering masters student). The project will be completed at The University of the Witwatersrand in the School of Mechanical, Industrial and Aeronautical Engineering under the internal supervision of Bernadette Sunjka.

I also certify that I have received a signed copy of this letter of consent by hand delivery or by email.

I acknowledge that the purpose, aims and objectives of the research have been clearly explained to me and I understand that it entails the following (please indicate your agreement of each point with a cross):

- I understand that the researcher is currently an employer and will conduct participant observations in the company's workshops with prefabrication teams that include myself.
- I understand that this information will also be recorded and utilised for data analysis.
- I have the full and complete right to choose to withdraw from this research project at any time without any penalties, even after signing this letter of consent.
- I have the full and complete right to not answer one or more of the questions during the duration of the participant observations.
- A summary of the transcribed data will be provided to me at request.
- Pseudonyms have been used to conceal my identity, and that of my company, my employees and my clients.
- All information disclosed in and participant observations with workshop employees will remain confidential at all times.
- Any audio recordings that are collected during participant observations will be securely stored during the course of the research (data collection) as well as after research has been completed.
- This project was approved by the Faculty of Engineering and the Built Environment of the University of the Witwatersrand and the School of Mechanical, Industrial and Aeronautical Research Ethics Committee (non-medical) of the University.

Your signature on this consent form indicates that you clearly understand your rights to participate in the participant observations and the subject matter that will be researched and discussed.

If I have any questions or concerns about my rights or treatment as a participant, you may contact me (the researcher) or should you need higher level information then the Chair of the School of Mechanical, Industrial and Aeronautical Human Research Ethics Committee (non-medical) at +27 11 717 1408 or by email, Lucille.Mooragan@wits.ac.za.

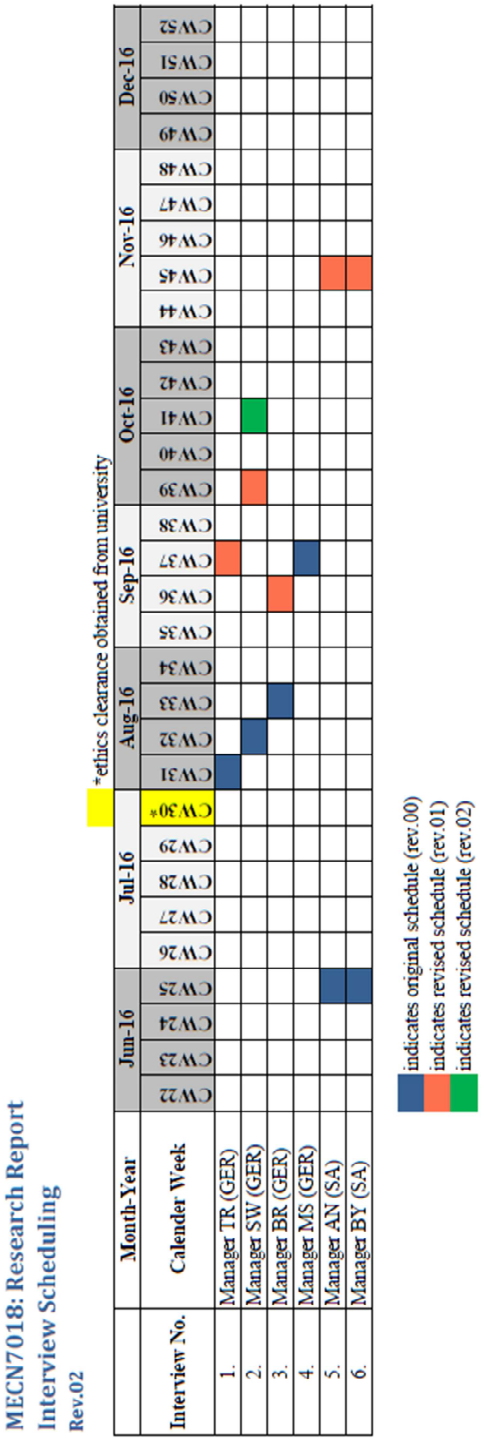
Signed: Date:

Should I require any further information, clarification or have any questions regarding the research project the following person may be contacted.

Name and Surname: Yashmee Bhana Jogessar (Project Manager, Engineering)
Telephone No.: +49 (0) 173 3424 661
Email: yashmee@gmail.com

Appendix B: Interviews

Schedule for Semi-Structured Interviews



Interview No.	Month-Year / Calender Week	Jun-16 CW22	CW23	CW24	CW25	Jul-16 CW26	CW27	CW28	CW29	CW30*	Aug-16 CW31	CW32	CW33	CW34	Sep-16 CW35	CW36	CW37	CW38	Oct-16 CW39	CW40	CW41	CW42	CW43	Nov-16 CW44	CW45	CW46	CW47	CW48	Dec-16 CW49	CW50	CW51	CW52
1.	Manager TR (GER)																															
2.	Manager SW (GER)																															
3.	Manager BR (GER)																															
4.	Manager MS (GER)																															
5.	Manager AN (SA)																															
6.	Manager BY (SA)																															

Interview Transcript: Manager SW

Company: GER

Date: September 29, 2016

Time: 17h30-18h30

Introduction:

Brief summary of the intended purpose of the interview was covered before the start of the interview. A print out of the *Interview Participant Information Sheet* and *Letter of Consent* was brought to the interview (even though the participant was emailed these forms prior to the interview). The interviewer then went through the *Letter of Consent* with Manager SW to ensure that he understood all his rights regarding the confidentiality of information. It was also signed. Manager SW did not agree to have the interview recorded and assured that his answers would be truthful and relevant to the project. Manager SW's English is good so most of the interview was conducted in English (however, the odd keyword was presented in German and then translated into English by the interviewer). The interview was after hours as Manager SW is extremely busy and has to attend to several other projects as well; but he was very relaxed and open to communicate honestly. The interviewer has worked with Manager SW, in Company SA and Company GER, for five years.

Interviewer: What is your position at Company GER?

Manager SW: Head of Quality Management for all departments in Company GER; as well as CE representative for signing off on all PED-related documentation (so an authorised signatory).

Interviewer: Are you involved in the Medupi/Kusile project and other international projects (outside of Germany)?

Manager SW: Yes, I was and still am intensely involved in the Medupi/Kusile project. I was a part of the start-up, the implementation and maintenance of the Quality Management and Assurance System (also the implementation of client specifications, codes and standards – ISO9001, PED, etc.). The start-up began before the company was bought over and changed name. So the original documents all have the company's old logo; in other words, all quality documents that were used in the project were from the period before the name was changed.

Interviewer: Before we continue, could you tell me if the quality documents remaining the same, so with the old logo, affected the productivity in South Africa?

Manager SW: Ummm, probably not. It was important to explain the change to our colleagues in the South African workshop as our German colleagues were already fully aware of the name change.

Interviewer: How long have you worked on and been involved in the Medupi/Kusile project?
Manager SW: I have been on the Medupi/Kusile project since 2009 (so about 7 years).

Interviewer: Have you ever worked in South Africa for any given period of time?
Manager SW: Yes, I conducted short term audits and management reviews.

Interviewer: Do you spend more time in your office or in the workshop?
Manager SW: Both, mainly in the office though. It just depends on the project. For Medupi/Kusile work was mostly done in the workshop. Also, the workshop was very close to the offices – they were just upstairs. So it was easy to move between the office and the workshop.

Interviewer: Do you think that your employees are aware of cultural factors; especially the ones that work closely with international projects?
Manager SW: Well, my employees (and all other members in the project) are not specifically given an introduction on this (for example how to behave in a different country and how to work together with the cultures in these countries; there is simply "learning by doing". Also, older members (more experienced) will pass their experiences and knowledge down. But there are no specific cultural factors that are considered. For example; I spent quite some time in Pretoria, since I have made numerous business trips, and when the Notified Body for Approvals accompanied me, I explained how systems and the culture worked in Pretoria. I did so before and during the trip – sometimes afterwards too. I explained that staff needed more coaching and specific instructions, also, how to behaviour in the country whilst driving or going out at night (to be safe), possible language barriers, and so on. Initially, we were a small company that had projects mainly in Germany so cultural factors were not a part of our everyday business culture (i.e. how to communicate, how to act, how to answer and assist, etc.). All of the knowledge about other cultures has been obtained from older and experienced employees; so, "learning by doing" and keeping one's "eyes wide open". The doing what you learn becomes experience and it becomes automatic behaviour; so you adjust and fit in with the local business culture.

Interviewer: Do you think that cultural factors affect the successful outcome of projects?
Manager SW: Yes, of course they do. You need to know and understand the different cultures (and working culture) to understand and manage projects; internally and externally. For example, when working with South Africans it's very important to be honest, friendly and open. If you do not act in this manner then when you try to give instruction they will say "yes" to do it but they might fear authority too much to be honest and say "no" if they're not able to. So it's very important to gain their trust right at the beginning of the project so that they are not afraid to approach you. The South

African employee might also blame himself/herself if they are not able to succeed at the task. The Germans are a little different; they are more confident and they don't need a manager that is open – they will ask straight away if they're unaware of something. Another example is the South Africans don't always look you in the eye when speaking to you; this is their way of showing respect. However, it is the opposite for Germans. If a manager or colleague does not speak to them while keeping eye contact they are suspicious and doubting. But all of this wasn't too much of an issue in South Africa because there were a lot of expats based there; also there were mostly Europeans working in the client and notified body companies. Some of these expats were based in South Africa for quite some time, so there were existing (and strong) relationships. That also made it easier to start the project (none of the "getting to know one another" phase). The levels of these close relationships also help to solve problems, which arise during the project, much more quickly (and this was definitely the case for Medupi/Kusile).

It becomes important to know these differences to do successful business in countries and to expect more business.

Interviewer: Do you think that cultural factors are managed well at Company GER and is there a current plan in place to educate employees on these?
Manager SW: The holdings company has ideas, regulations and guidelines implemented that are directly related to client and third party relationships, social behaviour and cultural rules. This is also a part of the company's code of conduct. The code of conduct also includes ways on how to give and gain respect; how to handle situations in a more technical as opposed to emotional manner (which may sound confusing because I previously mentioned that close relationships in projects are important); how to start the project with people from different backgrounds; how to behave during a project; how to trust the people that you are working alongside; and so on. Social development is important in a project and the code of conduct may not have information to assist with that. Social development is also a function of time; it is important to become familiar with the members in the project as knowing common/uncommon things (such as business, sport, language, religion) about one another will steer the dynamics of the project – and this knowledge can only be gained during individual projects. These things cannot be stated in any code of conduct or guideline.

We knew about these "learning on the job" factors so at the beginning of the project the lady who was going to lead Quality Management and Assurance in South Africa was brought to Germany to gain knowledge on the "German way of doing things". She spent two months in Germany. During this time she attended workshops and courses. She also spent time with German managers and was frequently asked whether things were done differently. Her input was very important to us; at first she was

reluctant and cautious to be too honest but eventually she realised that her honesty was important to us; and business was more technical than emotional. One of the main differences she noticed was the punctuality and accuracy – this was mainly reflected in planning and times to finalise tasks.. She spent weekends learning about the other side of German business culture. She could also take this knowledge back to South Africa and help other employees integrate quicker with the German expats (i.e. by explaining their methods of working). We believed that by "winning over" one of their own, the other South Africans would be more susceptible to adopting and working with our quality systems. It also gave her an opportunity to familiarise herself with the project scope of works and to develop relationships with German managers (having a "face" to the emails is very important). She went on to stay in the project for its entire duration and produced great results. The company has now adopted this method of integrating employees from other countries in international projects.

Interviewer: Do you think that differences exist between working in South Africa and Germany; specifically any cultural differences?
Manager SW: I find this question vague and not clear enough. There are many cultural differences between South Africans and Germans, as well as, a different set of skills (i.e. for welders, fitters, boilermakers, supervisors, and so on). Therefore, it becomes important to know each individual in the project and their specific background. For example; there was a situation where a German expat (the Managing Director) thought he could assist and calm a situation during a strike because he thought it was about working shifts. He did not understand that a big issue was that there were different tribes involved and this was creating tension. So he actually made the situation worse. The Managing Director had to develop his knowledge on these cultural differences and he did this by being friendly, open, honest, and he tried to build a strong relationship with individuals; he got to know each individual right to their personal life – and this included staff on the workshop floor. His wise preparations, in doing this, greatly assisted the other German expats that were sent to work in South Africa.

Another factor is compliance. Are the relationships that are developed compliant with the code of conduct of the company? Compliance will be concerned with the interaction between cultures. The managers in Germany and the expats in South Africa had to take care to stay within compliance rules.

Another example of a difference, specifically in the power and construction industry; Germans are more interested in management with qualifications (university degrees, etc.) whereas South Africans are more accepting to management with experience.

Interviewer: Do you think that South Africans and Germans need to be managed or supervised differently? Could you tell me how?
Manager SW: Yes, there are a few minor differences. The managers and supervisors need to be aware of these differences and the type of people that they are leading. In South Africa and Germany the skill sets at different levels are very different. This is a result of the different economic structures and the classes that people are categorised into. The classes are closer to one another and mixed in Germany; whereas, in South Africa, they are more separate and noticeable. Also, the percentage of people that go to universities, and so on, is greater in Germany compared to South Africa. Germany also has a solid, training and apprenticeship program for all young adults once they leave school. So you have to consider education, language, experience, and social standing when managing both cultures. South Africans require more supervision, guidance and support in this regard and will be more trusting to an educated manager – who will be able to provide detailed instruction. Germans require less supervision but will also regard an educated manager in higher standards (although, this is not a necessity – they will settle for a manager who has completed his apprenticeship).

Interviewer: Do you remember Company GER taking any of these precautionary steps before sending expats to Company SA (in South Africa)?
Manager SW: Initially, the company did not consider these differences when the first team of expatriates were sent to work in South Africa. German management did not prepare them very well. But the South Africans allowed them to adjust and each individual allowed themselves to learn about the expatriates, and vice versa. There were shops talks (short meetings) that took place every morning in the workshop where employees were given the chance to; get to know their supervisor, build confidence and learn to communicate, learn to listen to others, be given their daily tasks and safety information, and to learn other team members and how to work well with one another. This was also very beneficial for the supervisors and managers as they got to know the individuals they had to learn, and more importantly, how to lead them.

Supervisors and managers are not specifically trained on how to deal with different cultures; they have to learn. Also, there may be some that are not open and understanding and will, as a result, not know how to behave with different cultures. The German culture seems to be “working and going home”; no attention is paid to the characteristics of other colleagues and employees. South Africans are different and form closer relationships and partnerships with their colleagues; although, they tend to work longer hours (this may affect the speed).

I must also add that it was easier to work with the South Africans than the French; our culture seems closer than our neighbours.

Interview Transcript: Manager TR

Company: GER

Date: August 30, 2016

Time: 15h30-16h20

Introduction:

Brief summary of the intended purpose of the interview was covered before the start of the interview. A print out of the *Interview Participant Information Sheet* and *Letter of Consent* was brought to the interview (even though Manager TR was emailed these forms prior to the interview). The interviewer then went through the *Letter of Consent* with Manager TR to ensure that he understood all his rights regarding the confidentiality of information. It was also signed. Manager TR did not agree to have the interview recorded and assured that his answers would be truthful and he would be available to questions anytime outside of the interview for further clarification. Manager TR's English was at a business level so the interview was conducted in English. The interview was held just after Manager TR's lunch break as he had other meetings to attend to later that afternoon; but he was very relaxed and open to communicate. The interviewer has worked with Manager TR, in Company SA and Company GER, for five years.

Interviewer: What is your position at Company GER?

Manager TR: I became the Director of Sales three years ago. Previously I was leading the Medupi/Kusile Project Management Department.

Interviewer: How are you involved in the Medupi/Kusile project?

Manager TR: I was the former Project Manager, and then you took over.

Interviewer: Which parts did you work on before that?

Manager TR: I was involved in the technical calculations and aspects, the tendering phase, sub-contracting, suppliers (in South Africa and Germany). Initially all prefabrication was based in Germany so when South Africa changed some of its local contract rules the prefabrication had to be moved to South Africa and a workshop had to be built too. So I was involved in the preparation and design works of the new workshop, as well as, recruiting the necessary employees from South Africa and Germany to start prefabrication and complete it over the next four to five years.

Interviewer: So how many years have you been involved in the project?

Manager TR: In total it has been seven years.

Interviewer: How you ever worked in South Africa or Germany for any give period of time?
Manager TR: Yes, both. I am German so I have always worked here and I have worked on the South African project from 2006. But I only travelled to South Africa about three times a year. This year I did not travel to South Africa.

Interviewer: Whilst in South Africa did you work mainly in the office or in the workshop?
Manager TR: Mostly in the office but I made regular trips to the workshop; it was just below the offices. I interacted with South Africans in the workshop and in the office. The same for Germany – but here I spend more time in the office because the workshop is about 45km away.

Interviewer: Do you often go to the workshop in Germany?
Manager TR: Depends on what you mean by often. But I do go about two to three times a week – like I said, I work mostly in the office. I walk through the workshop, have meetings in the boardroom and help with technical and commercial matters. I also travel to different countries when meetings are scheduled with customers.

Interviewer: Are you aware of existing cultural factors? And do you think that your employees are aware of them (especially the ones in the workshop)?
Manager TR: Yes, I am aware of these. I worked in America for a long period of time and there are also many cultures to manage so that everyone can work effectively together. The expats that were sent from Germany to work in the South African workshop had to learn to develop a working or personal relationship – so to learn the culture. South Africans are more personally-orientated in their work. The guys in our workshop [Germany] don't seem to have any cultural problems – they work well together (even though there are German, Turkish, Polish, etc.).

Interviewer: Could you tell me what you meant when you said that the German expats had to learn to develop a "personal relationship" with the South Africans?
Manager TR: Well, as you know very well, the South Africans are more likely to make friends and be friends at work. Their trust is built on a friendship as well as a working understanding. The guys in the German workshop are a little different; work communication and relationships are strictly on a non-personal basis. Friendship and work are separated. Trust is built more on judging whether the other person has the necessary skills.

Interviewer: Could you provide other examples of cultural factors and how they are different/the same in South Africa and Germany?
Manager TR: For example; different ethics, South Africa has the BEE system, a history of segregation according to colour differences.

Interviewer: Do you think that these cultural factors affect the outcome of projects; especially the international ones?
Manager TR: Yes, I do. They are very important. They will directly affect the quality, time and cost of the project. If they are not handled correctly then the products of projects can reduce in quality, it can take longer to complete the project then the contractual time and the cost can go over the quoted amount quite severely.

Interview: Are you involved in projects with other international companies? Or in other countries where Company GER has set-up workshops?
Manager TR: Yes, I am involved in other projects. We have workshops in India that I correlate with, also, with the site in Finland.

Interviewer: Do you think that cultural factors are managed well and that there is a current plan in place to deal with them?
Manager TR: Well, there isn't a specific method and process in place (such as in the Quality Management System); however, most of the managers (if not all) are fully aware of these. They try to learn the different cultures first and then organise the project accordingly. For example; when the German expats were placed in South Africa to work, they had to adapt to the locals and their way of thinking and working. Also, how to manage the different cultures – that's very important.

Interviewer: One last thing, how do you suppose the German expats that were sent to South Africa managed the local culture?
Manager TR: Yes, I think they were able to adjust quite well. They had training before they left and some of them had to practice their English; but they knew the basics.

Interview Transcript Manager BR

Company GER

August 29, 2016 at 14h00-14h45

Introduction:

Brief summary of the intended purpose of the interview was covered before the start of the interview. A print out of the *Interview Participant Information Sheet* and *Letter of Consent* was brought to the interview (even though the participant was emailed these forms prior to the interview). The interviewer then went through the *Letter of Consent* with Manager BR to ensure that he understood all his rights since he was a bit nervous beforehand regarding the confidentiality of information. It was also signed. Manager BR did not allow the interview to be recorded. Manager BR's English was not at business level but he was comfortable conducting the interview in English. The interview was conducted in the afternoon after Manager BR's progress meeting on a German project. He was open to communicate honestly and provide information.

Interviewer: What is your position at Company GER?
Manager BR: I am the Head of Expediting.

Interviewer: Have you been involved in the Medupi/Kusile project? If so, what were your core tasks?
Manager BR: Yes, you know me very well. I worked on the project for 5 years. I joined just after the order was given to us. I was not a part of the costing stage. I handle the expediting of production and delivery of items (spools and so on) according to the time schedule of the client. I provide Company SA with a prefabrication progress report once a week, since the beginning of the project.

Interviewer: How long have you worked at Company GER? And have you ever been to South Africa to visit Company SA's workshop?
Manager BR: I have worked for Company GER for 8.5 years. I never visited Company SA's workshop but I did work for another German-South African company 15 years ago and then I visited South Africa for 4 weeks.

Interviewer: Have you ever worked in South African for a period of time?
Manager BR: I spent a few weeks in our Pretoria workshop for the current project – just during the implementation phase. That was when we were setting up the workshop and implementing the Quality Management System. Before going to Pretoria we had worked out a process on how to implement and maintain our systems; therefore, it was important for me to see if there were any problems at the start. Then we could deal with these problems immediately. Also, before passing on the project to the

German expats and the South African employees we had to make sure that the processes worked for them (and not just on paper). Also, I worked quite often in South Africa during the previous project. The company had different owners during this time.

Interviewer: Whilst in South Africa, did you work mostly in the office or in the workshop?
Manager BR: It was both; but more in the office because the workshop was still getting set up.

Interviewer: Are you aware of existing culture factors between South Africans and Germans? And do you think that your employees are aware (especially expats and workshop staff)?
Manager BR: I am sure that there are cultural differences between these two countries; but I didn't see too many when I was there, or working here. But I was not directly involved with the employees on the workshop floor. I only dealt with the managers and the managing director and since most of them were of European origin there weren't too many differences for me. Obviously not everyone spoke German. It was mostly English and Afrikaans (which was actually a bit difficult for me). Also, and important point might be that there were more women in the workshop and in the technical department, in South Africa, than in the German workshops.

I don't think that my employees are directly aware of any differences in cultural factors – they just tried their best to work, with an understanding, with the South Africans.

Interviewer: So your employees are not trained or briefed on working in or with different countries? Like the case of the German expats in Pretoria?
Manager BR: No, the employees were not specifically trained to work with different cultures. We chose employees who had good English skills and enough knowledge on the project scope of works. Some expats that were sent had never even worked outside of Germany before. There was only a meeting held between expats before going. And the South African country doesn't really train employees to work with people from other countries. Everyone just learnt to adapt with one another.

Interviewer: Do you think that cultural factors (or differences) affect the successful outcome of projects that are conducted between international teams?
Manager BR: Yes, I think that if there are too many differences and they are not controlled then this can affect the duration of the project… And if the duration is extended then this has a great impact on the quality and costs.

Interviewer: Do you think that these cultural factors are managed well? Is there a current plan in place?

Manager BR: Like I mentioned previously, there isn't a direct plan in place to manage different cultures that Germans work with – they just adapt during the project.

Interviewer: What cultural differences or factors do you think (if any) exist between working in South Africa and in Germany?
Manager BR: The living conditions are different, the language (even though Germans are starting to become more fluent in English), racism and other prejudices… But please, bear in mind that this exists everyone but in different forms. So in Germany and South Africa there may be different forms of prejudices. Sometimes these are visible in the working environment; and especially in workshops were employees can speak to each other more freely. South Africa and Germany both have a history of apparent prejudices (and the history was not that long ago) so people that are new to working in each other these countries must bear their histories in mind. The crime is somewhat higher in Pretoria than Dortmund (the German workshop); employees might carry this fear and stress into the Pretoria workshop when they are doing work. So managers need to be sensitive of this fact – it may not be a cultural difference, but it is definitely a difference.

Interviewer: Do you think that South Africans and Germans need to be supervised and managed differently?
Manager BR: I would say yes and no. There are some times when both are the same and times when they are different. For example; South Africans need to be supervised and assisted more often. Also, they require more guidance and would feel more confident if they could see or knew that their supervisor was around all the time. Germans tend to work more as individuals and would prefer less interaction (or commands) from their supervisors. Initially when the expats were sent to work in Pretoria they gave the workshop floor instructions on a Monday morning and then never checked-in with their workshop teams until Friday. Because the South Africans were a little afraid to question authority they just worked slower (because they weren't certain of things and had no one to ask) and at times made mistakes. Then there are the Germans who will work consistently, on their own, but if they are doing the wrong thing then the supervisor will only see it right at the end (no constant monitoring). Another example of a difference is how supervisors should speak to employees. South Africans are used to a more calm and patient tone whereas Germans want a confident and loud tone. If you speak softly to the employees in the German workshop they begin to question your confidence and your knowledge of what you're talking about. This sometimes created problems in the South African workshop; the German managers felt that they needed to be more abrupt (and less approachable) and this didn't work out well with the South African workers. They would feel disrespected and maybe even insulted.

Interview Transcript: Manager MS

Company GER

August 30, 2016 at 12h00-12h55

Introduction:

Brief summary of the intended purpose of the interview was covered before the start of the interview. A print out of the *Interview Participant Information Sheet* and *Letter of Consent* was brought to the interview (even though the participant was emailed these forms prior to the interview). The interviewer then went through the *Letter of Consent* with Manager MS to ensure that he understood all his rights since he was a bit nervous beforehand regarding the confidentiality of information. It was also signed. Manager MS did not agree to have the interview recorded. Manager MS's English is relatively good so most of the interview was conducted in English. The interview was conducted during Manager MS's lunch break; therefore, he was very relaxed and open to communicate honestly.

Interviewer: What is your position at Company GER?

Manager MS: Head/Manager of Proposals

Interviewer: Are you involved in the Medupi/Kusile project and other international projects (outside of Germany)?

Manager MS: I was involved briefly in the Medupi/Kusile project during the proposals, costing and commercial stages that happened in Germany. They only decided to move some of the production to South Africa after the first unit has already been prefabricated in Germany. So, at the beginning. Yes, I am involved in many international projects; in China, India, Vietnam, Egypt, UK and Turkey (as well as Germany).

Interviewer: How long did you work on the Medupi/Kusile during the proposal stage and how long have you been working for Company GER?

Manager MS: The proposals stage took about a year but at the same time the workshop planning (to build in South Africa) was taking place. I have been working for 17 years but I have been at Bilfinger for 5 years. So I started just after the order was given to Company GER for Medupi/Kusile.

Interviewer: Have you ever worked in South Africa for any given period of time?

Manager MS: No, unfortunately not. I have not even travelled there.

Interviewer: Do you spend more time in your office or in the workshop?
Manager MS: I work in an office so I am there most of the time but I make regular visits to the workshop in Dortmund and to our workshops in the other countries – the ones I mentioned above.

Interviewer: Are you aware of existing cultural factors in the international project that you're working; specifically for the Medupi/Kusile project between Germany and South Africa?
Manager MS: Yes, I am aware.

Interviewer: Could you maybe give me an example or examples which come to mind?
Manager MS: Well, factors such as language, food, etiquette and manner, working style and so on. For example; projects between Austria and Germany – both speak German and have similar styles of working so they work well together; whereas projects between India and Germany are a different case. The languages are different and if an Indian meeting is scheduled for 12h00 it usually takes place at 13h30 but in Germany if a meeting is scheduled for 12h00 it takes place punctually.
[Pauses]
I guess it would be important to brief yourself on the other culture before starting a project where you have to work together.

Another example would be eating out in France (going for lunch or supper) with business colleagues; if it is a three-set menu then typically the French will only eat mains and dessert. Germans would eat all three meals – to ensure efficiency. [Laughs]

Interviewer: Do you think that your employees are aware of cultural factors; especially the ones that work closely with international projects?
Manager MS: I would assume that they do because they're working on those projects but I could probably confidently say that they are not. Not everyone is aware how the other culture works until they are placed in that situation – so when they are sent to site or the workshops.

Interviewer: Do you think that cultural factors affect the successful outcome of projects?
Manager MS: Yes, absolutely.

Interviewer: Do you think that cultural factors are managed well at Company GER and is there a current plan in place to educate employees on these?
Manager MS: Yes, I think that Company GER is able to adapt well during the course of a project – but there is no current plan in place to train or make employees aware before a project begins. There is a book that is referenced quite often at Company GER, "Knigge". Most Germans are aware of this book

but I am not sure how many have read it. Company GER should have a plan in place and then have an agenda to manage them – the cultural factors and employees.

For example, the last company I worked with had a project with China. One of their tasks was to bring a group of Chinese project managers over to Germany but the problem was that these guys had never been out of China before and their English skills were almost minimal. So the first step was to take them out to a restaurant and teach them how to use a knife and fork and basic table etiquette. Then they had an English crash course which also included how to read an airplane ticket; how to board an aircraft (so to sit in the seat allocated on the ticket and not just in any free seat); and to bring presents (but not expensive ones). Also, they were taught that small talk was not appreciated by the Germans. The Germans are very exact and to the point. Then they were brought to Germany. So they were partially trained on their home ground, in familiar and comfortable surroundings, before being moved.

Interviewer: Do you remember Company GER taking any of these precautionary steps before sending expats to Company SA (in South Africa)?
Manager MS: Yes, but not that intensely. Some expats were sent for English courses. This had to be included in the cost calculation.

Interview Transcript: Manager BY

Company: SA

Date: November 7, 2016

Time: 15h45-16h30

Introduction:

A brief summary of the intended purpose of the interview was covered before the start of the interview. A print out of the *Interview Participant Information Sheet* and *Letter of Consent* was brought to the interview (even though the participant was emailed these forms prior to the interview). The interviewer then went through the *Letter of Consent* with Manager BY to ensure that she understood all her rights regarding the confidentiality of information. It was also signed. Manager BY did not agree to have the interview recorded and assured that her answers would be truthful and relevant to the project. Manager BY's English was fluent as it was her mother tongue so the entire interview was conducted in English (however, she was able to speak and understand a bit of German). The interview was conducted just before Manager BY concluded with her working day. She was very relaxed, professional and open to communicate honestly. The interviewer has not worked directly with Manager BY, in Company SA; however, they have communicated during the interviewee's time at Company GER.

Interviewer: What is your position at Company SA and how long have you been working here?
Manager BY: I am the Project Manager based at Company SA's workshop. I have been here since 2011, so that would be approximately 5 years; however, I have only been based at the workshop for the last 4 years.

Interviewer: Are you involved in the Medupi/Kusile project and other international projects (outside of South Africa)?
Manager BY: Yes, I am the main Technical and Commercial Project Manager, for the Medupi/Kusile project, based at Company SA. The rest of the project management team are based in Germany, at Company GER. I am also the single-point contact and link between all manufacturing activities here and the team in Germany; all communication is conducted via me.

Interviewer: Before we continue, could you tell me what core tasks your position entails? And how regularly you communicate with the team in Germany; also, do you communicate via email or telephone mostly?
Manager BY: I communicate with the Project Manager in Germany about two to three times a week. I usually call first to explain or discuss the topic and then send an email straight afterwards that includes

the necessary details, drawings, specifications, requirements, etc. This email will also include a requested date when feedback is required. The Project Manager in Germany will then decide to which department the request needs to be forwarded or if he is able to answer immediately. The Project Manager in Germany has technical, as well as, commercial responsibilities – very similar to my tasks. I must point out that even though the Project Manager in Germany has a good level of English, it is still more efficient and leaves less room for error if a call is made first. Then I am also able to hear from the tone in his voice whether he understands me completely or not; if the call is not made first then it could take him time to understand the exact reason for the email. We have been working together for four years and have a good understanding; however, there is always room for misinterpretation in emails (this could even occur with other members in Company SA).

Interviewer: How long have you worked on and been involved in the Medupi/Kusile project?
Manager BY: I was aware of the project since I started working for Company SA - it was still in its design phase. However, when I moved here, to the workshop, four years ago only then did I become fully involved in the project. I was lucky because I started working on the project since prefabrication begun here so I did not have to have too many "history lessons" – the project developed as I developed. There was a Senior Project Manager that mentored me for the first year and then I was left to control the project on my own.

Interviewer: Have you ever worked in Germany for any given period of time? And do you think that this has had an effect on the way you manage the project?
Manager BY: No, unfortunately not. I have only worked with the expats that are based here. Ummm, I wouldn't think so. At the start I had to get to know the members here, at Company SA, and at Company GER. That also meant developing relationships that would benefit the project. I have learnt, from the members at Company GER, that relationships are important for a project as it will affect whether the project has a good or bad outcome. Only afterwards did I realise that it was easy for them because employees usually stay in their positions for not less than five years, here, at Company SA, employees leave much earlier (sometimes even after two years). So even though I might not have worked in Germany, I have tried to familiarise myself with their working methods.

Interviewer: Do you spend more time in your office or in the workshop?
Manager BY: Well, my office is situated right above the workshop, but I would say that on average I go to the workshop at least once every two days. I only really need to go down there if problems arise… And at times just to make sure that everything is still running smoothly.

Interviewer: Do you think that your employees and colleagues are aware of cultural factors; especially the ones that work closely with international projects like the current Medupi/Kusile project?
Manager BY: Well, I technically don't have any employees directly under me – no one reports to me. I am the Project Manager on the project organogram and I am responsible for managing team members with regards to their tasks. I would have to say that, besides language, I don't think that they're aware of specific cultural differences. This answer is related to the workshop and office employees at Company SA and the expats that have been located here from Company GER. I don't think that the employees were trained or made aware beforehand either. I believe they were just introduced to the new manager that they had to report to and then adjust. I also don't think that the time for adjustment was foreseen in the project planning stages.

Interviewer: Do you think that cultural factors affect the successful outcome of projects? Could you possibly point out some of these cultural factors? And maybe use the Medupi/Kusile project as an example.
Manager BY: Yes, I am sure that they play a big role in whether projects are successful or not; some factors probably more than others. Communication is very important for this project so the language barrier at the beginning posed a slight problem; however, even though the expats arrived with little to basic knowledge of the English language, they learnt it pretty fast. I am not sure whether the way you write is considered cultural, but when the Germans write a "1" it looks a lot like a "7". This created problems as manufacturing was conducted based on the drawings that the German expats edited and wrote on. This is still a small problem, but now that we're aware of it we can point it out quickly. Obviously, if there are manufacturing errors (because of drawings that were not legible) then this would raise the costs of the project severely (there is very expensive material involved here). I guess leading styles would also be a cultural factor; the expats had to learn how to manage and communicate with the workshop guys – even some of the office guys.

Interviewer: Do you think that cultural factors are managed well at Company SA and is there a current plan in place to educate employees on these?
Manager BY: I don't think, in fact, I know that there isn't a current plan in place. Most of the projects that are conducted here (at Company SA) are local maintenance and design projects. There aren't many international projects. So this could be a reason as to why Company SA does not want to invest time and money into a plan to manage cultural factors. At the start, the expats that arrived from Company GER tended to stick together; however, after some time (of learning on their own) they integrated with the employees at Company SA. The guys in our workshop also took some time to warm up to the expats – they were obviously not used to their leadership styles.

Interviewer: Do you think that differences exist between working in South Africa and Germany; specifically any cultural differences?
Manager BY: Well, like I mentioned before, I have never actually worked in Germany – I have only worked with the Germans from Company GER.

Interviewer: Do you think that South Africans and Germans need to be managed or supervised differently? Could you tell me how?
Manager BY: Well, I don't have any experience in managing Germans, but South Africans need a lot of direction and detailed instructions. It's also important to constantly follow-up and in order to make sure that the instruction or email or meeting was understood. For example; it's quite common for someone to misunderstand and do the incorrect thing and if not monitored then you will only discover the mistake towards the end (and it might be too late). Also, if you have an intimidating attitude then some people will not tell you if they misunderstood something… They will just continue doing the work the incorrect way.

Interviewer: Do you remember Company GER taking any of these precautionary steps before sending expats to Company SA? Or Company SA taking any steps to help and prepare the South African guys understand and integrate with the expats?
Manager BY: Ummm, I believe that a lot of the expats went for English lessons before coming to South Africa and during their time here at Company SA. Also, before prefabrication works began, Company GER arranged for the Quality Assurance Manager, from Company SA, to train for a few months in Germany. This was important because the Quality Management System is the core system that determines the quality of the product so the person in charge needs to understand exactly how it works. By Company GER arranging for this they ensured that the Quality Assurance Manager was not only familiar with the system (so that she could train others) but also with the work and social culture of the Germans. This enabled her to understand them better and she passed this knowledge on to the rest of the team here. I would have thought that Company GER would have involved more employees in their plan but, unfortunately, that did not happen. It could have been the fact that it's a costly exercise. I don't think Company SA equipped its employees with dealing with the German way of managing and culture. The workshop (and office, actually) employees have had to adapt and try to find a common ground.

Interview Transcript: Manager AN

Company: Company SA

Date: November 7, 2016

Time: 15h00-15h40

Introduction:

Brief summary of the intended purpose of the interview was covered before the start of the interview. A print out of the *Interview Participant Information Sheet* and *Letter of Consent* was brought to the interview (even though the participant was emailed these forms prior to the interview). The interviewer then went through the *Letter of Consent* with Manager AN to ensure that he understood all his rights regarding the confidentiality of information. It was also signed. Manager AN did not agree to have the interview recorded and assured that his answers would be truthful and relevant to the project. Manager AN's English is good so most of the interview was conducted in English. The interviewer has worked with Manager AN, in Company SA and Company GER, for five years.

Interviewer: What is your position at Company GER?

Manager AN: I am the Manager of the Work Preparation Department.

Interviewer: How are you involved in the Medupi/Kusile project and other international projects (outside of Germany)?

Manager AN: I am responsible for the project management of the prefabrication works for the Medupi/Kusile project; it is my task to ensure that quality, time and cost of the project remain within the project specifications. I also ensure that material optimisation takes place for the material that is used for prefabrication. I also manage continuous improvement of processes in liaison with the client. It was my task at the beginning of the project to transfer and integrate German systems in South Africa; because of cultural and educational differences, also differences in standards and specifications. We manufactured some components for a company in Mozambique. We also do additional maintenance jobs for Eskom.

Interviewer: How long have you worked on and been involved in the Medupi/Kusile project?

Manager AN: The total duration has been 7 years. This includes the half a year that I spent in Duisburg (Germany) finalising the design engineering with the client and another half year in Dortmund (Germany) training for the works preparations and how to use it in our workshop here, at Company SA.

Interviewer: Have you ever worked in South Africa for any given period of time?
Manager AN: Yes, I have been here for 5 years and 5 months.

Interviewer: Do you spend more time in your office or in the workshop?
Manager AN: I was based in the office; I had a desk and a computer. To me "working in the workshop" means that I am based there – with workshop tools. This is not the case, but I make frequent trips to the workshop during the day for supervision, monitoring and control.

Interviewer: Are you aware of any existing cultural factors? Do you think that your employees are aware of cultural factors?
Manager AN: Yes, I am aware. I believe that some employees are aware; they mentioned things like "they liked the way the Germans worked". But some were also against the way of working because they would say things like "we're in South Africa, we do things differently" or "this is Africa". Also, "tomorrow is another day" when there were deadlines; they were not very good at meeting deadlines. But then again, sometimes the clients were not reasonable with deadlines. For example; if they needed something prefabricated for Monday they would deliver the material on Saturday and not even deliver all the correct documentation or have detailed requirements. They require high quality service and product but they don't provide it. Racism is also still an issue amongst the blacks and whites. Europeans are considered whites. There is a gap in thinking even after 20 years. There are also BEE restrictions – the background being that they want to promote equality for the black people that were disadvantaged during the Apartheid time. This is a problem because they will hire a person in order to get the BEE certification but that person might not be qualified to do the task. The BEE idea made a few people rich, very quickly, and a lot of other people just remained poor. Language was also a problem because my English was average when I started working here and it was very difficult to communicate with the lower-level education guys in the workshops; there were many misunderstandings. There is a big gap in educational levels; often personal need more guidance. At the beginning a lot of employees needed guidance before they started working on their own – and a a lot of them still need continuous guidance. Some employees didn't know how to read or work with part lists. For example; if there were ten components that were all the same, they would just take any one without reading the component item number written on the part list first.

South Africa seems to also have a lot of "job hoppers"; they change jobs very quickly and this could be salary-related; for example, welders will take another job even if the salary is R5 more per hour. Sites also pay more and provide more allowances. We train these welders and then they just leave to go work on sites for higher pay. Also, in the Work Preparation Department, at the beginning, we trained a whole lot of guys and then they just left. Also, with sending emails you need to be more

specific and detailed with South Africans; with the Germans you just expect them to know certain things so you don't write too much.

Interviewer: Do maybe know why South Africans job hop so frequently?
Manager AN: Well, the reason the Germans don't job hop so often is because the salary difference in companies, in Germany, are not that great. So this reduces the reasons for Germans to just move; it also decreases flexibility amongst Germans. For example; some provinces have a "set tariff" for paying their employees. But there are some employees in South Africa that remain for extended periods of time. It's difficult to run a project when the members are constantly changing – coming and going. Also, it could be that there are more skilled people in German in comparison to South Africa so companies are willing to offer higher salaries to obtain more skilled employees.

Interviewer: Do you think that cultural factors affect the successful outcome of projects?
Manager AN: Yes.

Interviewer: Do you think that cultural factors are managed well at Company GER and is there a current plan in place to educate employees on these?
Manager AN: Yes, I think that they are managed well. There was a lot of effort put into the beginning of the project to implement structures and processes. German personnel came to also train South Africans and transfer knowledge so that they could take over afterwards. "Quality culture" thinking was also important.

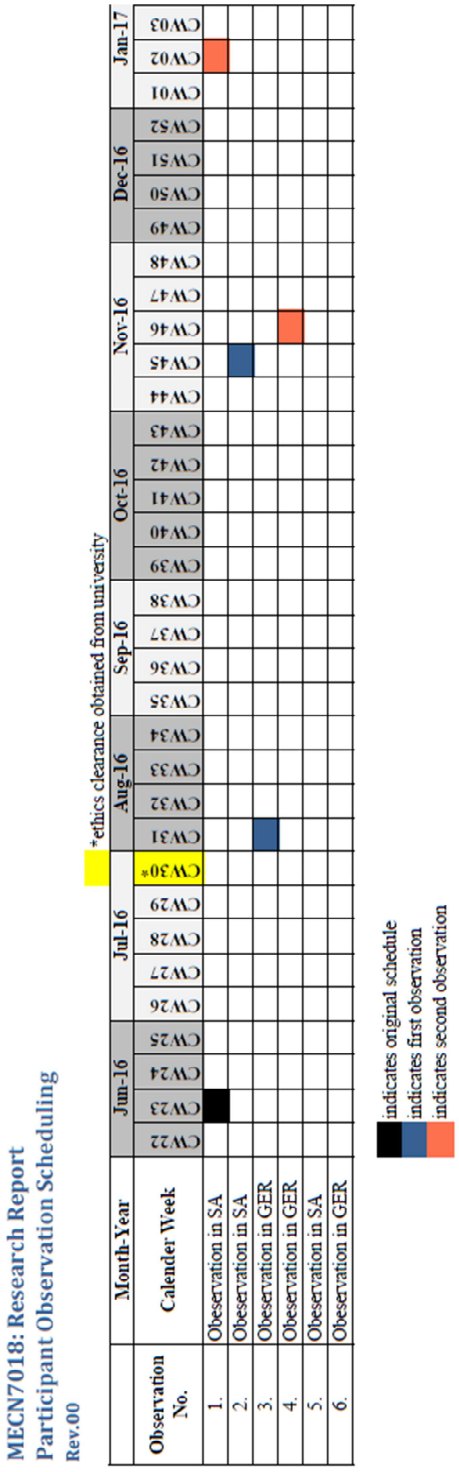
Interviewer: Do you think that differences exist between working in South Africa and Germany; specifically any cultural differences?
Manager AN: Yes, I think I mentioned most of them above.

Interviewer: Do you think that South Africans and Germans need to be managed or supervised differently? Could you tell me how?
Manager AN: Yes, I do. South Africans need to be guided more frequently and supervised closely quite often. You need to be more specific; misunderstandings regarding giving instructions and interpreting the instruction can arise very often. They also need to made aware that they are responsible for their actions and the work that they produce; especially if something is wrong – but also if something is right. Germans tend to work more as individuals.

Cultural factors definitely have an influence on management styles. You have to aim to instil a culture of responsibility. Also, if you form a good team then you can produce good work.

Appendix C: Participant Observation Field Notes

Schedule for Participant Observations



Observation No.	Month-Year / Calender Week	Jun-16 CW22	CW23	CW24	CW25	Jul-16 CW26	CW27	CW28	CW29	CW30*	Aug-16 CW31	CW32	CW33	CW34	Sep-16 CW35	CW36	CW37	CW38	Oct-16 CW39	CW40	CW41	CW42	CW43	Nov-16 CW44	CW45	CW46	CW47	CW48	Dec-16 CW49	CW50	CW51	CW52	Jan-17 CW01	CW02	CW03
1.	Observation in SA																																		
2.	Observation in SA																																		
3.	Observation in GER																																		
4.	Observation in GER																																		
5.	Observation in SA																																		
6.	Observation in GER																																		

Field Notes: First Workshop Participant Observation at Company SA

Date: November 11, 2016; Friday (summer)

Place: Workshop Company SA

Time: 09h30-11h30 (approximately 2 hours)

Physical description of team;

The core project team was made up of nine members. There were seven men and two women. The team was made up of the following roles; Production Manager, Assembly Manager, two Assembly supervisors, one Welding Supervisor, one Welder, and three Boilermakers (two of which are women).

The Production Manager was a tall, large German man with Turkish roots (i.e. an expat from Company GER) with short, neat hair. He was dressed in jeans, a formal shirt, a jacket (which also had reflector strips on it), safety boots, a pair of safety goggles (which were on his head) and earplugs. He also carried a clipboard. He had an office in a prefabricated building that is connected the workshop but spent most of his time in the workshop with his team. The Assembly Manager was also an expat from Company GER but with Moroccan roots. He had short, curly black hair and he wore glasses. He was also shorter than the Production Manager. He wore blue overalls with the standard personal protective equipment (PPE) which included; safety goggles, earplugs and safety boots. Both managers were approximately between the ages of 40-45.

The two Assembly Supervisors were both Afrikaans South Africans. They were of similar statue and younger than 30. They also wore blue overalls but had winter jackets instead of the overall jackets on. The Welding supervisor and Welder were both African South Africans. They also wore blue overalls and the standard PPE; however, the Welder had a scarf around his head and a pair of thick leather gloves (for heat protection during welding). The Welding Supervisor carried a clipboard. Of the three Boilermakers, the man was a Coloured South African, as well as the two women. The Boilermakers (including the two women) also wore overalls and had the standard PPE. The women had scarves on their heads but for personal reasons (they did not need it for safety purposes).

There are workshop floor employees that are a part of other project teams that assist with work when the load is too much for the core team; there were three of them. Similarly, they wore the same type of blue overalls and standard PPE. They were African South Africans.

The core project team has been working together for almost four years.

Verbal behaviour;

The Production Manager and the Assembly Manager spoke only German to one another (i.e. the two German expats). Sometimes they struggled to communicate in English with their workshop team. They attempted to always speak in English but when they struggled to get their point/idea/instruction across then they spoke in German just to one another. At times the other members looked uncomfortable and uncertain of what the result of the conversation was so they either waited for them to finish or they continued to speak to each other - but discussion that were off the topic of the job at hand. The two Afrikaans supervisors spoke Afrikaans to one another and worked closely together. The others spoke in the mutual African language (i.e. one that they were all familiar with). None of the South African project members spoke German.

The Production Manager spoke in a medium to loud tone and the Assembly Manager always spoke in a loud, almost abrasive tone; however, the rest of the team seemed to be familiar with him and his way of talking – there was an unspoken understanding. The other men spoke in a normal tone to one another. One of the two women was very soft spoken and the other was much more self-assured; they stuck closely together. They spoke informally and in a very friendly way amongst each other and used a lot of slang; however, when speaking to the Production and Assembly Manager they tried to be a bit more formal (possibly also thinking that the Germans might not understand the South African slang). The Assembly Manager frequently attempted to understand the slang words. There was the odd conversation or comment that was not related to the project during work.

When they needed to communicate in a group they would speak effectively in English. All the instructions, specifications, codes, drawings, etc. were provided to the team in English.

Physical behaviour;

There seemed to be “cliques” that formed in the group specific to the cultural group; i.e. with the Afrikaans, Africans and even the women preferred to work separately from the men.

When the Production Manager came to the team he spoke mainly to the Assembly Manager and it was the Assembly Manager’s task to communicate the message to the rest of the team. The Production Manager looked less approachable than the Assembly Manager. The Assembly Manager and the Welding Supervisor were on extremely familiar terms (it almost looked as though they spent their free time together too). The Assembly Manager would hug and pat employees on the back. None of them minded, in fact, they would smile and they looked more motivated. There was definitely a degree of physical contact.

The Production Manager's body language gave off an impression of being more strict and orderly. The Assembly Manager had a lot of energy, but not much patience. The Welding Manager seemed to have the most work because he was the guy that most of the Africans would approach first. The two Assembly Supervisors worked moderately fast. The male Boilermaker did not really have any sort of alliance and worked on his own most of the time (very quietly). The women were a bit more relaxed and spoke often to each other and to the Welder. The Welder confided a lot in the Welding Supervisor; however, he also had a good relationship with the outside members that were assisting the team.

Relationship between leadership and employees;

There was a respectful way of acting and speaking amongst all team members; especially towards the two managers. The two managers played the main leadership roles, on the workshop floor, and in the project team. Due to the Assembly Manager's friendly and open approach to the rest of the team, they seem to be closer to him and follow his instruction willingly. He was more charismatic in his leadership approach; whereas the Production Manager seemed to be leaning towards a bureaucratic style. The Assembly Manager tried to make great efforts to involve everyone in the team. He had personal relationships with each individual and was seen numerous times laughing or talking about personal jokes and stories. The employees seemed to acknowledge his efforts and cooperated well with him and asked for assistance without any fear. They did not have this kind of relationship with the Production Manager. The Assembly Manager even tried to teach the others a few German words and he had learnt quite a few Afrikaans and Zulu words from the others; in this way they appreciated his effort to try to get to know them and they related well to him.

The employees seemed to want to find a way to solve a problem, on their own, before addressing it to one of the two managers. The Afrikaans supervisors seemed bolder in approaching the Production and Assembly Manager than the African members in the team; other than the Welding Supervisor. The women went first to the Welding Supervisor with their problems and he spoke directly to the Assembly or Production Manager when he could not immediately assist them on his own.

It looked as though the project team had a lot of confidence and trust in the two managers. They saw the Production Manager as their superior and appeared to be less fearless in approaching the Assembly Manager for guidance and support.

Human traffic;

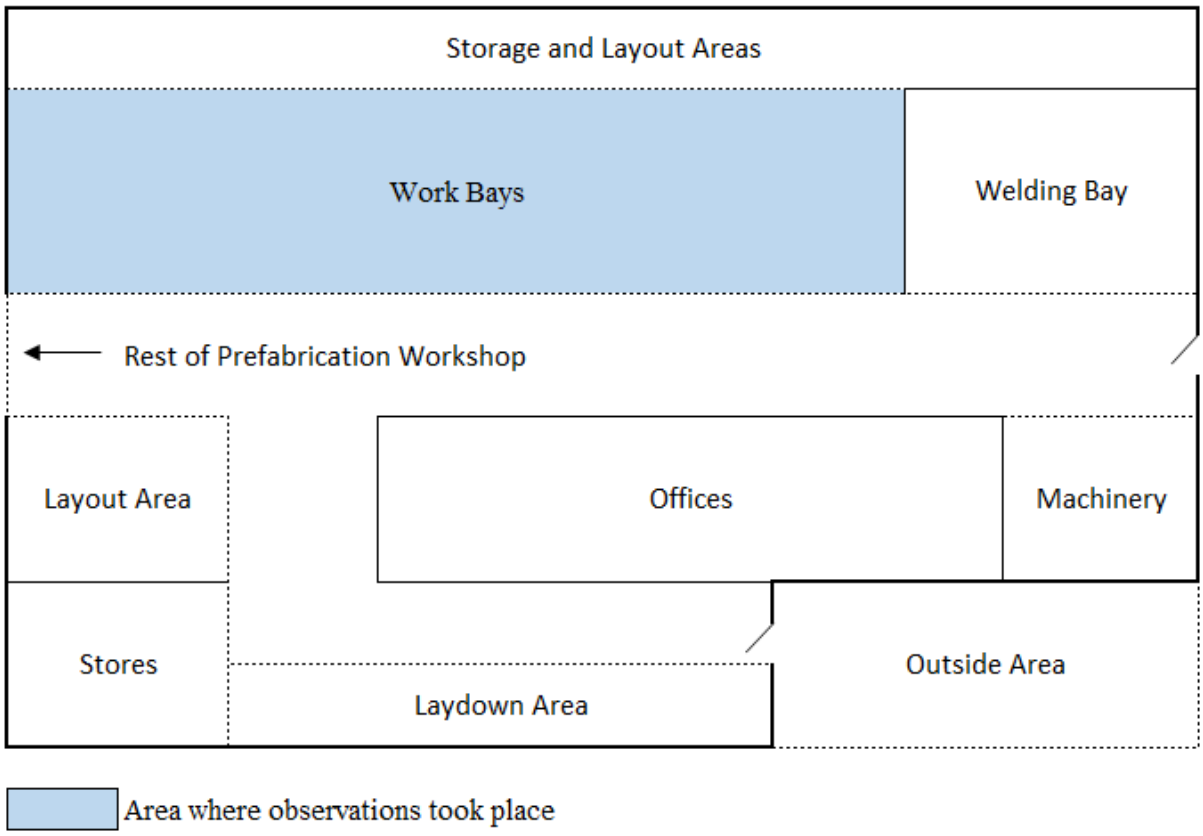
During the observation there was not too much influence from people that were not involved in the project. The workshop was divided into "cells" (i.e. project-related demarcated areas) and it was designed in a way that people passing by do not have to walk through the area. When the Production

Manager was in the cell there was an employee from another project team that came to ask him something. He was familiar with the two Boilermaker women so he stopped to talk to them, as well, for a short while.

People who stood out;

There was not a specific individual that stood out except, possibly, the Boilermaker who tended to work on his own without much influence from the other team members and he did not tend to be a part of any of the cliques. For this reason he was able to communicate and mix well with everyone in the team. However, he did not communicate at all with the Production Manager. He gave some feedback to the Assembly Manager after the manager spoke to him first.

General layout and description of working area;



General notes;

- This observation was conducted in summer; it might have been beneficial to conduct a second one in winter too.
- The participants were always aware of the observer's presence.
- The observation was conducted in the morning, just after tea and before luncheon. The workshop opens at 07h00 so they had already been working for 1.5 hours.

- The observation was conducted for two hours. This exceeded the allowable time that the Production Manager agreed on; however, this was discussed with him and he accepted it. He did not see the observer as a major hindrance to his team's work.
- The observer remained in the same position for the entire duration of the observation.
- All project team members were aware of the observation and were given forms to understand the research process well beforehand.
- All participants signed the *Letter of Consent* prior to the observation.
- The time for opening and closing comments and signing of the *Letter of Consent* was included in the total duration of the observation; the Production Manager did not want his team to be "distracted" for long periods of time.

Field Notes: First Workshop Participant Observation at Company GER

Date: July 22, 2016; Friday (summer)

Place: Workshop Company GER

Time: 09h15-11h00 (approximately 2 hours)

Physical description of team;

The core team for the project is made up of only four members; the Production Manager, the Assembly Supervisor, the Boilermaker and the Welder. They were all men. This team is just more than half the size of the team at Company SA.

The Production Manager was a tall, large German with short, neat black hair; and between 50-55 years of age. He was dressed in a white t-shirt with blue overall pants that had yellow reflector strips, and the standard personal protective equipment (PPE) which included; goggles, ear plugs and safety boots. He had a pen and a Vernier in his shirt. The Assembly Manager, also German, was dressed in the similar attire; and between 40-45 years of age. The Boilermaker was a short, stout man with light brown hair. He wore blue overalls and the standard PPE. The Boilermaker was much younger than the rest of the team; he was between the ages of 25-30. The Welder was dressed completely in blue overalls, a leather apron and a scarf on his head with a cap on top of it. The Welder was most likely between 40-45 years of age (similarly to the Assembly Manager).

All members were of German origin.

Verbal behaviour;

The team spoke only in German to one another. The Production Manager spoke loudly and in a confident, firm way. He engaged with everyone and they looked at each other in the eyes when they communicated. The language between him and the team was very formal. The conversation and discussion was also brief and to the point.

The workshop was loud so all members had to speak to each other loudly, as well. But they seemed familiar with each other's tone of voice. They did not speak in formal German; there was a lot of slang that was used as well. All of the topics of discussions and verbal communication between members were strictly work-related. There wasn't much talking whilst each member was performing their task.

Physical behaviour;

The team was too small to form any "cliques" and each member worked as an individual. The Production Manager entered and greeted each individual by shaking their hands while maintaining eye

contact, at the start of the observation, for ten minutes and then left. No one asked him any questions. He did not return during the rest of the observation period. The remaining three spoke for a few minutes (it looked as though they were clarifying a few details with each other) and then moved to their separate areas to complete their individual tasks. They always kept a distance between each other when communicating. They seemed content and satisfied to work on their own. The Welder had a small radio that had German folk music playing.

Relationship between leadership and employees;

There was a strictly professional relationship between the Production Manager and the rest of the team members. There was not much personal interaction. However, the team members all respected him and listened attentively when he spoke; and when he spoke loudly they did have not fearful looks on their faces. It was as though they required him to be forceful and firm. Amongst the rest of the team there was a more closer, but unspoken personal relationship. It would seem that they would possibly eat luncheon together and discuss activities that they conduct in their private time.

Human traffic;

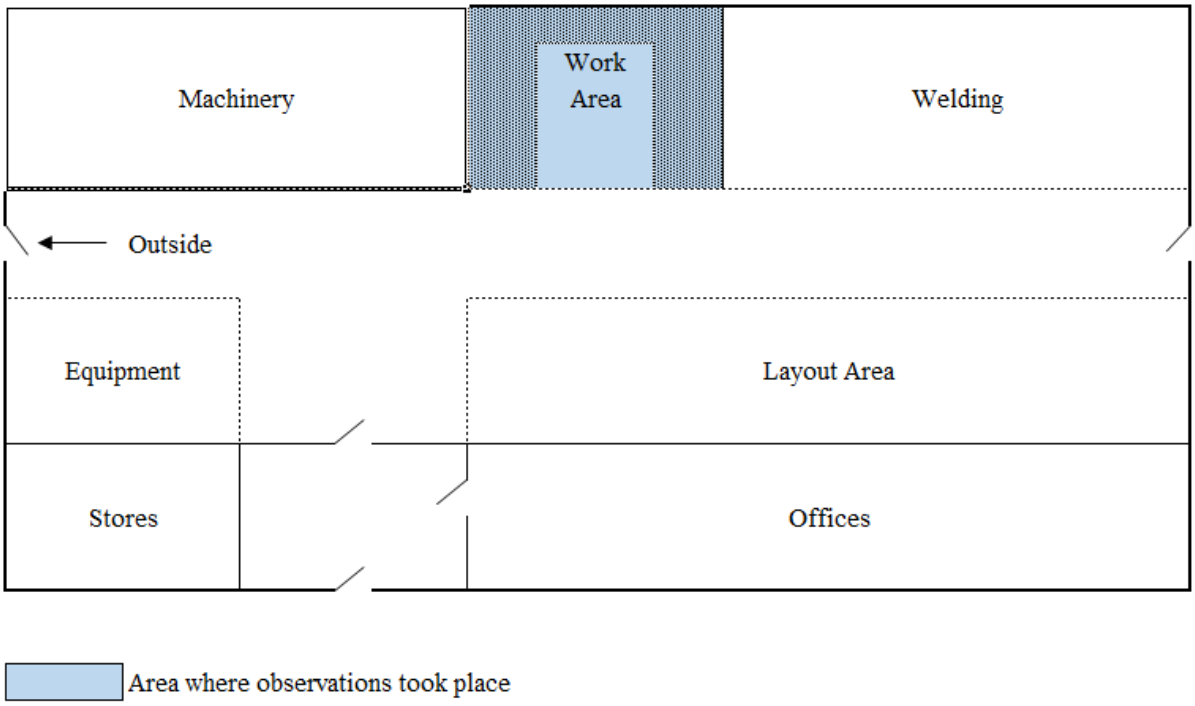
During the observation there were no other employees on the workshop floor that came to the area under observation. The only person who entered the work area, and only at the beginning, was the Production Manager.

People who stand out;

No individual stood out. They had similar ways of working as individuals and that worked for them together, as a team.

General description of working area;

Each member in the team kept their working area quite clean. The Production Manager had a separate office in the main building. The Assembly Manager had some files with drawings that each had printed labels with the drawing numbers. He only had one file open (presumably the one that they were working on at the moment). The Boilermaker had some tools lying on his table and the rest were in his toolbox (which had white markings designated for each tool). The Welder had his welding consumables in a toolbox and only the ones he was using were out. There was a white screen board with the following on it; drawing that they were working on, a Gantt chart with a timeline indicating milestone dates, the latest toolbox talk notes (i.e. the fifteen minute meeting that is held every morning) and safety requirements.



General notes;

- Company GER's team is smaller than Company SA. A possible reason is that Company GER's the scope of work for the project was about half the size of Company SA's.
- The observation was conducted in summer; it might be beneficial to conduct a second one in winter too.
- The observation was conducted in the morning, just after tea and before luncheon. The workshop opens at 06h30 so they had already been working for 2.75 hours.
- The observation was conducted for just less than two hours.
- The observer remained in the same position for the entire duration.
- All project team members were aware of the observation and were given forms (including the *Letter of Consent*) to understand the research process well beforehand.

Field Notes: Second Workshop Participant Observation at Company SA

Date: January 9, 2017; Monday (summer)

Place: Workshop Company SA

Time: 09h15-10h15 (approximately 1 hour)

NO LADIES PRESENT ON THIS DAY.

Physical description of team;

The core project team was made up of seven members. There were seven men; the two women from the previous observation were not present. The team was made up of the following roles; Production Manager, Assembly Manager, two Assembly supervisors, one Welding Supervisor, one Welder, and one Boilermaker.

The Production Manager was a tall, large German man with Turkish roots (i.e. an expat from Company GER) with short, neat hair. He was dressed in jeans, a t-shirt, a thin jacket (which had reflector strips on it), safety boots, a pair of safety goggles (which were on his head) and earplugs. He also carried a clipboard. He had an office in a prefabricated building that was connected the workshop but spent most of his time in the workshop with his teams – walking around. The Assembly Manager was also an expat from Company GER but with Moroccan roots. He had short, curly black hair and he wore glasses. He was shorter than the Production Manager. He wore blue overalls with a casual t-shirt (no overall jacket) with the standard personal protective equipment (PPE) which included; safety goggles, earplugs and safety boots. Both managers were approximately between the ages of 40-45.

The two Assembly Supervisors were both Afrikaans South Africans. They were tall with short brown hair; they were of similar statue and younger than 30. They also wore blue overalls with t-shirts but also had their overall jackets on. The Welding supervisor and Welder were both African South Africans. They also wore blue overalls and the standard PPE; however, the Welder had a scarf around his head and a pair of thick leather gloves (for heat protection during welding). The Welding Supervisor carried a clipboard. The Boilermaker was a Coloured South African man. He was very neatly dressed in his overalls; even his overall jacket was buttoned-up.

There are workshop floor employees that are a part of other project teams that assist with work when the load is too much for the core team; previously there were three, this time there was only one. Similarly, he wore the same type of blue overalls and standard PPE but had a different company's name written on his overall jacket. He was an African South African. All the other overall jackets had

Company SA's name and logo printed on them. The core project team has been working together for almost four years.

Verbal behaviour;

The Production Manager and the Assembly Manager spoke only German to one another (i.e. the two German expats). Sometimes they struggled to communicate in English with their workshop team. They attempted to always speak in English but when they struggled to get their point/idea/instruction across then they spoke in German just to one another. The Production Manager's German was somewhat better than the Assembly Manager's. The rest of the project members just stood around when the Production Manager and the Assembly Manager were speaking to each other. The two Afrikaans supervisors spoke Afrikaans to one another and worked closely together; when they communicated with the rest of the team they spoke in English. The others spoke in the mutual African language (i.e. one that they were all familiar with). None of the South African project members spoke German.

The Production Manager spoke in a medium to loud tone and the Assembly Manager always spoke in a loud, almost abrasive tone; however, the rest of the team seemed to be familiar with him and his way of talking – there was an unspoken understanding. At times the South African members raised their voices, as well. The German expats did not seem uncomfortable with it. When the other men (not the German expats) spoke to one another they spoke in a lowered tone. They spoke informally and in a very friendly way amongst each other and used a lot of slang; however, when speaking to the Production and Assembly Manager they tried to be a bit more formally (possibly already realising that the Germans do not understand the South African slang). The Assembly Manager frequently attempted to understand the slang words. There was the odd conversation or comment that was not related to the project during work; but not too much.

When they needed to communicate in a group they would speak effectively in English. All the instructions, specifications, codes, drawings, etc. were provided to the team in English.

Physical behaviour;

There seemed to be "cliques" that formed in the group specific to the cultural group; i.e. with the Afrikaans and Africans (the women were not present this time). Since the Production Manager walked around the rest of the workshop quite often, the Assembly Manager (when he was not inspecting reports) would spend a lot of his time with the Welding Supervisor; either discussing a work-related topic or, once, the Assembly Manager asked the Welding Supervisor to assist him with one of his other employees. He felt that the Welding Supervisor would be able to understand and relate to his

employee a little better. He did not leave his employee alone with the Welding Supervisor; he stood there while they spoke to each other in an African language.

The Production Manager spoke to his team in English and mentioned that if they needed assistance they were to go to the Assembly Manager first and then to him if the problem could not be solved. The Production Manager looked less approachable than the Assembly Manager. The Assembly Manager and the Welding Supervisor were on extremely familiar terms. They were very friendly to one another. The Welding Supervisor was teaching the Assembly Manager a South African "hand greeting". The Assembly Manager would hug and pat employees on the back. None of them minded, in fact, they would smile and they looked more motivated. There was definitely a degree of physical contact.

The Production Manager's body language gave off an impression of being strict, orderly and professional. The Assembly Manager had a lot of energy, but not much patience. The Welding Manager seemed to have the most work because he was the guy that most of the Africans would approach first. The two Assembly Supervisors worked moderately fast. The Boilermaker worked on his own most of the time (very quietly) and occasionally spoke to the Welder. The Welder confided a lot in the Welding Supervisor; however, he also had a good relationship with the outside man that was assisting the team. One of the Assembly Supervisors interacted and communicated with the Assembly Manager, Welding Supervisor and Boilermaker; however, the other Assembly Supervisor kept more to himself. He tended to work on his own quite often.

None of the project team members communicated with the Production Manager, at all, during the entire period of observation; only the Assembly Manager did.

Relationship between leadership and employees;

There was a respectful way of acting and speaking amongst all team members; especially towards the two managers. The two managers played the main leadership roles, on the workshop floor, and in the project team. Due to the Assembly Manager's friendly and open approach to the rest of the team, they seem to be closer to him and follow his instruction willingly. He was more charismatic in his leadership approach; whereas the Production Manager seemed to be leaning towards a bureaucratic style. The Assembly Manager tried to make great efforts to involve everyone in the team. He had personal relationships with each individual and was seen numerous times laughing or talking about personal jokes and stories. They did not have this kind of relationship with the Production Manager. The Assembly Manager even tried to teach the others a few German words and he had learnt quite a few Afrikaans and Zulu words from the others; in this way they appreciated his effort to try to get to know them and they related well to him. However, one of the Assembly Supervisor did not seem

interested in "following" the Assembly Supervisor. He tended to keep his distance and tried to do tasks on his own.

The employees seemed to want to find a way to solve a problem, on their own, before addressing it to one of the two managers. However, most of the team members approached the Welding Supervisor for assistance; they did not go directly to the Assembly Manager or the Production Manager. The Afrikaans supervisors seemed bolder in approaching the Production and Assembly Manager than the African members in the team; other than the Welding Supervisor.

It looked as though the project team had a lot of confidence and trust in the two managers. They saw the Production Manager as their superior and appeared to be less fearless in approaching the Assembly Manager for guidance and support. However, it did not seem as though they would approach these managers if they did not understand something or if they were unsure of anything.

Human traffic;

Besides the Production Manager who often walked through the working stations, there was not much human traffic. The team did not require the assistance of the "other guy" – so even he was not seen entering or leaving the working stations.

General notes;

- This observation was also conducted in summer (similar to the first observation). Unfortunately, it was not possible to conduct one in the winter due to time restrictions.
- All participants remained the same as the previous observation; however, the two Boilermaker women were not present.
- The participants were always aware of the observer's presence.
- The observation was conducted in the morning, just after tea and before luncheon. The workshop opens at 07h00 so they had already been working for 1.5 hours.
- The observation was conducted for about one hour.
- The observer remained in the same position for the entire duration of the observation.
- All project team members were aware of the observation and were given forms to understand the research process at the previous observation.
- All participants had already signed the *Letter of Consent* at the previous observation.
- The time for opening and closing comments was included in the total duration of the observation; the Production Manager did not want his team to be "distracted" for long periods of time.

Field Notes: Second Workshop Participant Observation at Company GER

Date: November 18, 2016; Friday (winter)

Place: Workshop Company GER

Time: 09h30-10h30 (approximately 1 hour)

Physical description of team;

The core team for the project was made up of the same four members; the Production Manager, the Assembly Supervisor, the Boilermaker and the Welder. They were all men. This team was about less than half the size of the team at Company SA.

The Production Manager was a tall, large German with short, neat black hair; and between 50-55 years of age. He was dressed in a thick winter jacket with blue overall pants that had yellow reflector strips, and the standard personal protective equipment (PPE) which included; goggles, ear plugs and safety boots. He had a pen in his shirt. The Assembly Manager, also German, was dressed in the similar attire; and between 40-45 years of age. The Boilermaker was a short, stout man with light brown hair. He wore blue overalls with a winter jacket and the standard PPE. The Boilermaker was much younger than the rest of the team; he was between the ages of 25-30. The Welder was dressed completely in blue overalls, a leather apron, leather gloves and a scarf on his head with a cap on top of it. The Welder was most likely between 40-45 years of age (similarly to the Assembly Manager).

All members were of German origin.

Verbal behaviour;

The project team seemed less relaxed than the last observation; they seemed to have more work to do and they were moving faster and speaking less to one another. Occasionally they would stop to ask each other about a drawing tolerance or dimension, but that was it. They seemed to want to finish the task before delving into any “friendly talk”. They did not even look up, or look at each other often – even the observer seemed to be “invisible”.

The team spoke only in German to one another. The Production Manager spoke loudly and in a confident, firm way. He engaged with everyone and they looked at each other in the eyes when they communicated. The language between him and the team was very formal. The conversation and discussion was also brief and to the point. The first time the Production Manager made an entrance he shook everyone’s hand; and once again, maintain eye contact.

The workshop was loud so all members had to speak to each other loudly, as well. But they seemed familiar with each other's tone of voice. They did not speak in formal German; there was a lot of slang that was used as well. All of the topics of discussions and verbal communication between members were strictly work-related. There wasn't much talking whilst each member was performing their task.

At one stage the Production Manager came into the working bay (because he was not there all the time – and not frequently either) he raised his voice quite loudly and spoke to the Welder. Apparently the Welder had forgotten to sign some procedures before releasing them; the Production Manager looked quite furious. The Welder apologised, took the procedures, signed them and returned them to the Production Manager (he did not leave until the procedures were signed and handed back to him).

Physical behaviour;

The team was too small to form any "cliques" and each member worked as an individual, with his head down. The Production Manager entered and greeted each individual at the start of the observation, for ten minutes, and then left. No one asked him any questions. He only returned when he came to ask the Welder to sign procedures that he had forgotten to sign. The Assembly Supervisor and Boilermaker did not get involved when the Production Manager came to the Welder; they simply carried on working on what they were doing at their individual work stations. They always kept a distance between each other when communicating. They seemed content and satisfied to work on their own.

Relationship between leadership and employees;

There was a strictly professional relationship between the Production Manager and the rest of the team members. There was not much personal interaction. However, the team members all respected him and listened attentively when he spoke; and when he spoke loudly they did have not fearful looks on their faces. It was as though they required him to be forceful and firm. Even the Welder did not seem too phased when the Production Manager spoke to him abruptly about forgetting to sign the procedures; instead he looked as though he understood that he had made a mistake and needed to correct it. Amongst the rest of the team there was a more closer, but unspoken personal relationship.

Human traffic;

During the observation there were no other employees on the workshop floor that came to the area under observation.

General notes;

- Company GER's team is smaller than Company SA. A possible reason is that Company GER's the scope of work for the project was about half the size of Company SA's.
- The observation was conducted in winter; the previous one took place in summer.
- The team remained the same as the previous observation; no one was absent.
- The observation was conducted in the morning, just after tea and before luncheon. The workshop opens at 06h30 so they had already been working for 2.75 hours. The was the same time as the first observation.
- The observation was conducted for just less than two hours.
- The observer remained in the same position for the entire duration.
- All project team members were aware of the observation and were given forms (including the *Letter of Consent*) to understand the research process at the first observation.

Appendix D: Emails and Correspondence

Interview Invitation Email to Managers at Company SA and Company GER

Dear Mr [redacted],

I trust you are well.

As you already know, I am conducting research, for my masters, regarding cultural factors that arise in international projects. My research project is titled *Cultural Factors in the Development of International Projects; A Case Study of South Africa and Germany in the Engineering/Construction Industry* (a bit of a mouth-full, I know).

The research involves understanding what cultural factors exist in South Africa and Germany. Therefore, the research will be done by compiling information from [redacted] and [redacted].

I would like to formally invite you to participate in this study. As a Manager of a well-established engineering company in Germany, your knowledge and experience would contribute significantly. Hence, I would like to spend at least an hour interviewing you. I will do prepare the questions in advance so that not too much of your time is taken up.

Participation in the study is completely optional and you may choose to not participate. The company name, manager names, employee names, etc. will always remain anonymous and the confidentiality of all the information will always be strictly private and respected.

Your consent on the *Letter of Consent* (attached) will be required. I have also attached a *Participant Information Letter* that has more details; this is also for your records to keep.

The results of the study will form part of my masters report. Also, a summary of the results will be made available to you on request.

Also, as discussed earlier, I would like to propose the following date and time for the interview;

- July 26, 2016 (Tuesday)
- 15h00-16h00

Please could you confirm this time. If it is not suitable for you then please let me know and we discuss a new one.

Please do not hesitate to contact me should you have any further questions or require more information.

Thank you and best regards,
Yashmee

Best regards/mit freundlichen Grüßen,
Yashmee Bhana Jogessar
Project Engineer

[redacted]

[redacted]

Phone +49 208 4575 5273
Fax +49 208 4575 230
Mobile +49 173 3424 661

[redacted]

[redacted]

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Participant Observation Invitation Email to Production Managers at Company SA and Company GER

Dear Mr [redacted],

I trust you are well.

I am conducting research, for my masters, regarding cultural factors that arise in international projects. My research project is titled *Cultural Factors in the Development of International Projects; A Case Study of South Africa and Germany in the Engineering/Construction Industry* (a bit of a mouth-full, I know).

The research involves understanding what cultural factors exist in South Africa and Germany. Therefore, the research will be done by compiling information from [redacted] and [redacted].

I would like to formally invite you to participate in this study. As the Production Manager of a well-established engineering company in Germany, your knowledge and experience, along with your team, would contribute significantly. Hence, I would like to spend at least an hour observing your workshop team.

Participation in the study is completely optional and you may choose to not participate. The company name, manager names, employee names, etc. will always remain anonymous and the confidentiality of all the information will always be strictly private and respected.

Your consent on the *Letter of Consent* (attached) will be required. I have also attached a *Participant Information Letter* that has more details; this is also for your records to keep.

The results of the study will form part of my masters report. Also, a summary of the results will be made available to you on request.

I would like to propose the following date and time for the interview;

- July 29, 2016 (Friday)
- 08h00-09h00

Please could you confirm this time. If it is not suitable for you and your team then please let me know and we discuss a new one.

Please do not hesitate to contact me should you have any further questions or require more information.

Thank you and best regards,
Yashmee

Best regards/mit freundlichen Grüßen,
Yashmee Bhana Jogessar
Project Engineer

[redacted]

[redacted]

Phone +49 208 4575 5273
Fax +49 208 4575 230
Mobile +49 173 3424 661

[redacted]

[redacted]

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Appendix E: NVivo 11 Starter Data and Analyses

Report Summaries of Interviews based on Coded "Nodes"

Cultural Awareness: Employee

<Internals\\Manager AN> - § 1 reference coded [4.72% Coverage]

Reference 1 - 4.72% Coverage

I believe that some employees are aware; they mentioned things like "they liked the way the Germans worked". But some were also against the way of working because they would say things like "we're in South Africa, we do things differently" or "this is Africa". Also, "tomorrow is another day" when there were deadlines; they were not very good at meeting deadlines.

<Internals\\Manager BR> - § 2 references coded [3.16% Coverage]

Reference 1 - 2.21% Coverage

I don't think that my employees are directly aware of any differences in cultural factors – they just tried their best to work, with an understanding, with the South Africans.

Reference 2 - 0.95% Coverage

Some expats that were sent had never even worked outside of Germany before.

<Internals\\Manager BY> - § 2 references coded [3.28% Coverage]

Reference 1 - 0.78% Coverage

besides language, I don't think that they're aware of specific cultural differences.

Reference 2 - 2.50% Coverage

I don't think that the employees were trained or made aware beforehand either. I believe they were just introduced to the new manager that they had to report to and then adjust. I also don't think that the time for adjustment was foreseen in the project planning stages.

<Internals\\Manager MS> - § 1 reference coded [4.49% Coverage]

Reference 1 - 4.49% Coverage

I would assume that they do because they're working on those projects but I could probably confidently say that they are not. Not everyone is aware how the other culture works until they are placed in that situation – so when they are sent to site or the workshops.

<Internals\\Manager SW> - § 2 references coded [2.41% Coverage]

Reference 1 - 1.81% Coverage

Well, my employees (and all other members in the project) are not specifically given an introduction on this (for example how to behave in a different country and how to work together with the cultures in these countries; there is simply “learning by doing”

Reference 2 - 0.60% Coverage

Also, older members (more experienced) will pass their experiences and knowledge down.

Cultural Awareness: Management

<Internals\\Manager AN> - § 6 references coded [10.28% Coverage]

Reference 1 - 0.21% Coverage

Yes, I am aware.

Reference 2 - 3.33% Coverage

Yes, I think that they are managed well. There was a lot of effort put into the beginning of the project to implement structures and processes. German personnel came to also train South Africans and transfer knowledge so that they could take over afterwards.

Reference 3 - 0.61% Coverage

“Quality culture” thinking was also important.

Reference 4 - 0.58% Coverage

Yes, I think I mentioned most of them above.

Reference 5 - 5.02% Coverage

South Africans need to be guided more frequently and supervised closely quite often. You need to be more specific; misunderstandings regarding giving instructions and interpreting the instruction can arise very often. They also need to made aware that they are responsible for their actions and the work that they produce; especially if something is wrong – but also if something is right.

Reference 6 - 0.54% Coverage

Germans tend to work more as individuals.

<Internals\\Manager BR> - § 3 references coded [3.74% Coverage]

Reference 1 - 0.78% Coverage

bear in mind that this exists everyone but in different forms.

Reference 2 - 1.19% Coverage

people that are new to working in each other these countries must bear their histories in mind.

Reference 3 - 1.77% Coverage

employees might carry this fear and stress into the Pretoria workshop when they are doing work. So managers need to be sensitive of this fact

<Internals\\Manager BY> - § 2 references coded [6.72% Coverage]

Reference 1 - 0.67% Coverage

That also meant developing relationships that would benefit the project.

Reference 2 - 6.06% Coverage

Also, before prefabrication works began, Company GER arranged for the Quality Assurance Manager, from Company SA, to train for a few months in Germany. This was important because the Quality Management System is the core system that determines the quality of the product so the person in charge needs to understand exactly how it works. By Company GER arranging for this they ensured that the Quality Assurance Manager was not only familiar with the system (so that she could train others) but also with the work and social culture of the Germans. This enabled her to understand them better and she passed this knowledge on to the rest of the team here.

<Internals\\Manager MS> - § 2 references coded [4.78% Coverage]

Reference 1 - 0.27% Coverage

Yes, I am aware.

Reference 2 - 4.51% Coverage

There is a book that is referenced quite often at Company GER, “Knigge”. Most Germans are aware of this book but I am not sure how many have read it. Company GER should have a plan in place and then have an agenda to manage them – the cultural factors and employees.

<Internals\\Manager SW> - § 14 references coded [18.85% Coverage]

Reference 1 - 0.60% Coverage

Also, older members (more experienced) will pass their experiences and knowledge down.

Reference 2 - 0.86% Coverage

I explained how systems and the culture worked in Pretoria. I did so before and during the trip – sometimes afterwards too.

Reference 3 - 2.07% Coverage

All of the knowledge about other cultures has been obtained from older and experienced employees; so, “learning by doing” and keeping one’s “eyes wide open”. The doing what you learn becomes experience and it becomes automatic behaviour; so you adjust and fit in with the local business culture.

Reference 4 - 0.97% Coverage

You need to know and understand the different cultures (and working culture) to understand and manage projects; internally and externally.

Reference 5 - 0.80% Coverage

It becomes important to know these differences to do successful business in countries and to expect more business.

Reference 6 - 1.60% Coverage

The holdings company has ideas, regulations and guidelines implemented that are directly related to client and third party relationships, social behaviour and cultural rules. This is also a part of the company’s code of conduct.

Reference 7 - 0.79% Coverage

The company has now adopted this method of integrating employees from other countries in international projects.

Reference 8 - 1.24% Coverage

There are many cultural differences between South Africans and Germans, as well as, a different set of skills (i.e. for welders, fitters, boilermakers, supervisors, and so on).

Reference 9 - 0.42% Coverage

each individual in the project and their specific background

Reference 10 - 2.11% Coverage

The Managing Director had to develop his knowledge on these cultural differences and he did this by being friendly, open, honest, and he tried to build a strong relationship with individuals; he got to know each individual right to their personal life – and this included staff on the workshop floor.

Reference 11 - 4.49% Coverage

In South Africa and Germany the skill sets at different levels are very different. This is a result of the different economic structures and the classes that people are categorised into. The classes are closer to one another and mixed in Germany; whereas, in South Africa, they are more separate and noticeable. Also, the percentage of people that go to universities, and so on, is greater in Germany compared to South Africa. Germany also has a solid, training and apprenticeship program for all young adults once they leave school. So you have to consider education, language, experience, and social standing when managing both cultures.

Reference 12 - 1.17% Coverage

the company did not consider these differences when the first team of expatriates were sent to work in South Africa. German management did not prepare them very well.

Reference 13 - 0.79% Coverage

Supervisors and managers are not specifically trained on how to deal with different cultures; they have to learn.

Reference 14 - 0.93% Coverage

I must also add that it was easier to work with the South Africans than the French; our culture seems closer than our neighbours.

<Internals\\Manager TR> - § 2 references coded [6.46% Coverage]

Reference 1 - 2.49% Coverage

Yes, I am aware of these. I worked in America for a long period of time and there are also many cultures to manage so that everyone can work effectively together.

Reference 2 - 3.98% Coverage

Well, there isn’t a specific method and process in place (such as in the Quality Management System); however, most of the managers (if not all) are fully aware of these. They try to learn the different cultures first and then organise the project accordingly.

Cultural Factors

<Internals\\Manager AN> - § 15 references coded [38.36% Coverage]

Reference 1 - 5.66% Coverage

I believe that some employees are aware; they mentioned things like “they liked the way the Germans worked”. But some were also against the way of working because they would say things like “we’re in South Africa, we do things differently” or “this is Africa”. Also, “tomorrow is another day” when there were deadlines; they were not very good at meeting deadlines. But then again, sometimes the clients were not reasonable with deadlines.

Reference 2 - 1.82% Coverage

Racism is also still an issue amongst the blacks and whites. Europeans are considered whites. There is a gap in thinking even after 20 years.

Reference 3 - 3.92% Coverage

There are also BEE restrictions – the background being that they want to promote equality for the black people that were disadvantaged during the Apartheid time. This is a problem because they will hire a person in order to get the BEE certification but that person might not be qualified to do the task.

Reference 4 - 2.79% Coverage

Language was also a problem because my English was average when I started working here and it was very difficult to communicate with the lower-level education guys in the workshops; there were many misunderstandings.

Reference 5 - 2.88% Coverage

There is a big gap in educational levels; often personal need more guidance. At the beginning a lot of employees needed guidance before they started working on their own – and a a lot of them still need continuous guidance.

Reference 6 - 2.99% Coverage

Some employees didn’t know how to read or work with part lists. For example; if there were ten components that were all the same, they would just take any one without reading the component item number written on the part list first.

Reference 7 - 1.52% Coverage

South Africa seems to also have a lot of “job hoppers”; they change jobs very quickly and this could be salary-related

Reference 8 - 2.30% Coverage

Also, with sending emails you need to be more specific and detailed with South Africans; with the Germans you just expect them to know certain things so you don’t write too much.

Reference 9 - 2.98% Coverage

Well, the reason the Germans don’t job hop so often is because the salary difference in companies, in Germany, are not that great. So this reduces the reasons for Germans to just move; it also decreases flexibility amongst Germans.

Reference 10 - 1.11% Coverage

But there are some employees in South Africa that remain for extended periods of time.

Reference 11 - 3.51% Coverage

It’s difficult to run a project when the members are constantly changing – coming and going. Also, it could be that there are more skilled people in German in comparison to South Africa so companies are willing to offer higher salaries to obtain more skilled employees.

Reference 12 - 0.61% Coverage

“Quality culture” thinking was also important.

Reference 13 - 5.02% Coverage

South Africans need to be guided more frequently and supervised closely quite often. You need to be more specific; misunderstandings regarding giving instructions and interpreting the instruction can arise very often. They also need to made aware that they are responsible for their actions and the work that they produce; especially if something is wrong – but also if something is right.

Reference 14 - 0.54% Coverage

Germans tend to work more as individuals.

Reference 15 - 0.71% Coverage

You have to aim to instil a culture of responsibility.

<Internals\\Manager BR> - § 9 references coded [11.75% Coverage]

Reference 1 - 1.69% Coverage

I am sure that there are cultural differences between these two countries; but I didn't see too many when I was there, or working here.

Reference 2 - 1.83% Coverage

I only dealt with the managers and the managing director and since most of them were of European origin there weren't too many differences for me.

Reference 3 - 0.45% Coverage

Obviously not everyone spoke German.

Reference 4 - 0.99% Coverage

It was mostly English and Afrikaans (which was actually a bit difficult for me)

Reference 5 - 1.97% Coverage

Also, and important point might be that there were more women in the workshop and in the technical department, in South Africa, than in the German workshops.

Reference 6 - 1.23% Coverage

We chose employees who had good English skills and enough knowledge on the project scope of works.

Reference 7 - 1.78% Coverage

living conditions are different, the language (even though Germans are starting to become more fluent in English), racism and other prejudices

Reference 8 - 0.84% Coverage

Germany and South Africa there may be different forms of prejudices

Reference 9 - 0.95% Coverage

The crime is somewhat higher in Pretoria than Dortmund (the German workshop)

<Internals\\Manager BY> - § 10 references coded [18.01% Coverage]

Reference 1 - 3.52% Coverage

I must point out that even though the Project Manager in Germany has a good level of English, it is still more efficient and leaves less room for error if a call is made first. Then I am also able to hear from the tone in his voice whether he understands me completely or not; if the call is not made first then it could take him time to understand the exact reason for the email.

Reference 2 - 0.67% Coverage

That also meant developing relationships that would benefit the project.

Reference 3 - 2.03% Coverage

Only afterwards did I realise that it was easy for them because employees usually stay in their positions for not less than five years, here, at Company SA, employees leave much earlier (sometimes even after two years).

Reference 4 - 0.78% Coverage

besides language, I don't think that they're aware of specific cultural differences.

Reference 5 - 2.20% Coverage

Communication is very important for this project so the language barrier at the beginning posed a slight problem; however, even though the expats arrived with little to basic knowledge of the English language, they learnt it pretty fast.

Reference 6 - 0.92% Coverage

but when the Germans write a "1" it looks a lot like a "7". This created problems as manufacturing

Reference 7 - 1.52% Coverage

I guess leading styles would also be a cultural factor; the expats had to learn how to manage and communicate with the workshop guys – even some of the office guys.

Reference 8 - 3.60% Coverage

but South Africans need a lot of direction and detailed instructions. It's also important to constantly follow-up and in order to make sure that the instruction or email or meeting was understood. For example; it's quite common for someone to misunderstand and do the incorrect thing and if not monitored then you will only discover the mistake towards the end (and it might be too late).

Reference 9 - 1.57% Coverage

Also, if you have an intimidating attitude then some people will not tell you if they misunderstood something… They will just continue doing the work the incorrect way.

Reference 10 - 1.21% Coverage

I believe that a lot of the expats went for English lessons before coming to South Africa and during their time here at Company SA

<Internals\\Manager MS> - § 4 references coded [6.12% Coverage]

Reference 1 - 1.32% Coverage

factors such as language, food, etiquette and manner, working style and so on.

Reference 2 - 2.54% Coverage

an Indian meeting is scheduled for 12h00 it usually takes place at 13h30 but in Germany if a meeting is scheduled for 12h00 it takes place punctually.

Reference 3 - 0.24% Coverage

English skills

Reference 4 - 2.02% Coverage

Also, they were taught that small talk was not appreciated by the Germans. The Germans are very exact and to the point.

<Internals\\Manager SW> - § 26 references coded [29.75% Coverage]

Reference 1 - 0.77% Coverage

for example how to behave in a different country and how to work together with the cultures in these countries

Reference 2 - 0.44% Coverage

But there are no specific cultural factors that are considered.

Reference 3 - 1.40% Coverage

I explained that staff needed more coaching and specific instructions, also, how to behaviour in the country whilst driving or going out at night (to be safe), possible language barriers, and so on.

Reference 4 - 3.51% Coverage

working with South Africans it's very important to be honest, friendly and open. If you do not act in this manner then when you try to give instruction they will say "yes" to do it but they might fear authority too much to be honest and say "no" if they're not able to. So it's very important to gain their trust right at the beginning of the project so that they are not afraid to approach you. The South African employee might also blame himself/herself if they are not able to succeed at the task.

Reference 5 - 1.16% Coverage

The Germans are a little different; they are more confident and they don't need a manager that is open – they will ask straight away if they're unaware of something.

Reference 6 - 0.91% Coverage

Another example is the South Africans don't always look you in the eye when speaking to you; this is their way of showing respect.

Reference 7 - 1.05% Coverage

However, it is the opposite for Germans. If a manager or colleague does not speak to them while keeping eye contact they are suspicious and doubting.

Reference 8 - 0.69% Coverage

give and gain respect; how to handle situations in a more technical as opposed to emotional manner

Reference 9 - 0.32% Coverage

close relationships in projects are important

Reference 10 - 0.79% Coverage

Social development is also a function of time; it is important to become familiar with the members in the project

Reference 11 - 0.25% Coverage

business, sport, language, religion

Reference 12 - 0.20% Coverage

"learning on the job" factors

Reference 13 - 1.19% Coverage

at first she was reluctant and cautious to be too honest but eventually she realised that her honesty was important to us; and business was more technical than emotional

Reference 14 - 0.66% Coverage

punctuality and accuracy – this was mainly reflected in planning and times to finalise tasks..

Reference 15 - 0.17% Coverage

German business culture.

Reference 16 - 1.07% Coverage

We believed that by “winning over” one of their own, the other South Africans would be more susceptible to adopting and working with our quality systems.

Reference 17 - 0.65% Coverage

develop relationships with German managers (having a “face” to the emails is very important).

Reference 18 - 1.24% Coverage

There are many cultural differences between South Africans and Germans, as well as, a different set of skills (i.e. for welders, fitters, boilermakers, supervisors, and so on).

Reference 19 - 2.11% Coverage

The Managing Director had to develop his knowledge on these cultural differences and he did this by being friendly, open, honest, and he tried to build a strong relationship with individuals; he got to know each individual right to their personal life – and this included staff on the workshop floor.

Reference 20 - 2.07% Coverage

Another factor is compliance. Are the relationships that are developed compliant with the code of conduct of the company? Compliance will be concerned with the interaction between cultures. The managers in Germany and the expats in South Africa had to take care to stay within compliance rules.

Reference 21 - 0.63% Coverage

Germans are more interested in management with qualifications (university degrees, etc.)

Reference 22 - 0.46% Coverage

South Africans are more accepting to management with experience.

Reference 23 - 4.49% Coverage

In South Africa and Germany the skill sets at different levels are very different. This is a result of the different economic structures and the classes that people are categorised into. The classes are closer to one another and mixed in Germany; whereas, in South Africa, they are more separate and noticeable. Also, the percentage of people that go to universities, and so on, is greater in Germany compared to South Africa. Germany also has a solid, training and apprenticeship program for all young adults once they leave school. So you have to consider education, language, experience, and social standing when managing both cultures.

Reference 24 - 1.40% Coverage

Germans require less supervision but will also regard an educated manager in higher standards (although, this is not a necessity – they will settle for a manager who has completed his apprenticeship).

Reference 25 - 0.95% Coverage

The German culture seems to be “working and going home”; no attention is paid to the characteristics of other colleagues and employees.

Reference 26 - 1.18% Coverage

South Africans are different and form closer relationships and partnerships with their colleagues; although, they tend to work longer hours (this may affect the speed).

<Internals\\Manager TR> - § 6 references coded [12.68% Coverage]

Reference 1 - 0.92% Coverage

South Africans are more personally-orientated in their work.

Reference 2 - 2.40% Coverage

The guys in our workshop [Germany] don’t seem to have any cultural problems – they work well together (even though there are German, Turkish, Polish, etc.).

Reference 3 - 2.26% Coverage

the South Africans are more likely to make friends and be friends at work. Their trust is built on a friendship as well as a working understanding.

Reference 4 - 3.79% Coverage

The guys in the German workshop are a little different; work communication and relationships are strictly on a non-personal basis. Friendship and work are separated. Trust is built more on judging whether the other person has the necessary skills.

Reference 5 - 1.66% Coverage

different ethics, South Africa has the BEE system, a history of segregation according to colour differences.

Reference 6 - 1.66% Coverage

They had training before they left and some of them had to practice their English; but they knew the basics.

Management of Germans

<Internals\\Manager AN> - § 1 reference coded [0.54% Coverage]

Reference 1 - 0.54% Coverage

Germans tend to work more as individuals.

<Internals\\Manager BR> - § 3 references coded [6.19% Coverage]

Reference 1 - 1.41% Coverage

Germans tend to work more as individuals and would prefer less interaction (or commands) from their supervisors.

Reference 2 - 2.34% Coverage

Then there are the Germans who will work consistently, on their own, but if they are doing the wrong thing then the supervisor will only see it right at the end (no constant monitoring).

Reference 3 - 2.45% Coverage

whereas Germans want a confident and loud tone. If you speak softly to the employees in the German workshop they begin to question your confidence and your knowledge of what you're talking about.

<Internals\\Manager BY> - § 1 reference coded [1.21% Coverage]

Reference 1 - 1.21% Coverage

I believe that a lot of the expats went for English lessons before coming to South Africa and during their time here at Company SA

<Internals\\Manager MS> - § 1 reference coded [3.05% Coverage]

Reference 1 - 3.05% Coverage

Yes, I think that Company GER is able to adapt well during the course of a project – but there is no current plan in place to train or make employees aware before a project begins.

<Internals\\Manager SW> - § 10 references coded [9.20% Coverage]

Reference 1 - 1.11% Coverage

It was important to explain the change to our colleagues in the South African workshop as our German colleagues were already fully aware of the name change.

Reference 2 - 1.16% Coverage

The Germans are a little different; they are more confident and they don't need a manager that is open – they will ask straight away if they're unaware of something.

Reference 3 - 1.05% Coverage

However, it is the opposite for Germans. If a manager or colleague does not speak to them while keeping eye contact they are suspicious and doubting.

Reference 4 - 0.69% Coverage

give and gain respect; how to handle situations in a more technical as opposed to emotional manner

Reference 5 - 0.32% Coverage

close relationships in projects are important

Reference 6 - 0.79% Coverage

Social development is also a function of time; it is important to become familiar with the members in the project

Reference 7 - 1.19% Coverage

at first she was reluctant and cautious to be too honest but eventually she realised that her honesty was important to us; and business was more technical than emotional

Reference 8 - 1.07% Coverage

We believed that by "winning over" one of their own, the other South Africans would be more susceptible to adopting and working with our quality systems.

Reference 9 - 0.42% Coverage

each individual in the project and their specific background

Reference 10 - 1.40% Coverage

Germans require less supervision but will also regard an educated manager in higher standards (although, this is not a necessity – they will settle for a manager who has completed his apprenticeship).

<Internals\\Manager TR> - § 1 reference coded [2.43% Coverage]

Reference 1 - 2.43% Coverage

however, most of the managers (if not all) are fully aware of these. They try to learn the different cultures first and then organise the project accordingly.

Management of South Africans

<Internals\\Manager AN> - § 4 references coded [11.39% Coverage]

Reference 1 - 2.88% Coverage

There is a big gap in educational levels; often personal need more guidance. At the beginning a lot of employees needed guidance before they started working on their own – and a a lot of them still need continuous guidance.

Reference 2 - 2.30% Coverage

Also, with sending emails you need to be more specific and detailed with South Africans; with the Germans you just expect them to know certain things so you don't write too much.

Reference 3 - 1.20% Coverage

It's difficult to run a project when the members are constantly changing – coming and going.

Reference 4 - 5.02% Coverage

South Africans need to be guided more frequently and supervised closely quite often. You need to be more specific; misunderstandings regarding giving instructions and interpreting the instruction can arise very often. They also need to made aware that they are responsible for their actions and the work that they produce; especially if something is wrong – but also if something is right.

<Internals\\Manager BR> - § 3 references coded [5.47% Coverage]

Reference 1 - 2.47% Coverage

South Africans need to be supervised and assisted more often. Also, they require more guidance and would feel more confident if they could see or knew that their supervisor was around all the time.

Reference 2 - 2.31% Coverage

Because the South Africans were a little afraid to question authority they just worked slower (because they weren't certain of things and had no one to ask) and at times made mistakes.

Reference 3 - 0.69% Coverage

South Africans are used to a more calm and patient tone

<Internals\\Manager BY> - § 5 references coded [12.91% Coverage]

Reference 1 - 1.66% Coverage

I go to the workshop at least once every two days. I only really need to go down there if problems arise… And at times just to make sure that everything is still running smoothly.

Reference 2 - 2.50% Coverage

I don't think that the employees were trained or made aware beforehand either. I believe they were just introduced to the new manager that they had to report to and then adjust. I also don't think that the time for adjustment was foreseen in the project planning stages.

Reference 3 - 3.60% Coverage

but South Africans need a lot of direction and detailed instructions. It's also important to constantly follow-up and in order to make sure that the instruction or email or meeting was understood. For example; it's quite common for someone to misunderstand and do the incorrect thing and if not monitored then you will only discover the mistake towards the end (and it might be too late).

Reference 4 - 1.57% Coverage

Also, if you have an intimidating attitude then some people will not tell you if they misunderstood something… They will just continue doing the work the incorrect way.

Reference 5 - 3.58% Coverage

would have thought that Company GER would have involved more employees in their plan but, unfortunately, that did not happen. It could have been the fact that it's a costly exercise. I don't think Company SA equipped its employees with dealing with the German way of managing and culture. The workshop (and office, actually) employees have had to adapt and try to find a common ground.

<Internals\\Manager SW> - § 14 references coded [25.12% Coverage]

Reference 1 - 1.11% Coverage

It was important to explain the change to our colleagues in the South African workshop as our German colleagues were already fully aware of the name change.

Reference 2 - 1.40% Coverage

I explained that staff needed more coaching and specific instructions, also, how to behaviour in the country whilst driving or going out at night (to be safe), possible language barriers, and so on.

Reference 3 - 3.51% Coverage

working with South Africans it's very important to be honest, friendly and open. If you do not act in this manner then when you try to give instruction they will say "yes" to do it but they might fear authority too much to be honest and say "no" if they're not able to. So it's very important to gain their trust right at the beginning of the project so that they are not afraid to approach you. The South African employee might also blame himself/herself if they are not able to succeed at the task.

Reference 4 - 0.91% Coverage

Another example is the South Africans don't always look you in the eye when speaking to you; this is their way of showing respect.

Reference 5 - 0.32% Coverage

close relationships in projects are important

Reference 6 - 0.79% Coverage

Social development is also a function of time; it is important to become familiar with the members in the project

Reference 7 - 1.19% Coverage

at first she was reluctant and cautious to be too honest but eventually she realised that her honesty was important to us; and business was more technical than emotional

Reference 8 - 1.07% Coverage

We believed that by "winning over" one of their own, the other South Africans would be more susceptible to adopting and working with our quality systems.

Reference 9 - 0.42% Coverage

each individual in the project and their specific background

Reference 10 - 2.11% Coverage

The Managing Director had to develop his knowledge on these cultural differences and he did this by being friendly, open, honest, and he tried to build a strong relationship with individuals; he got to know each individual right to their personal life – and this included staff on the workshop floor.

Reference 11 - 2.07% Coverage

Another factor is compliance. Are the relationships that are developed compliant with the code of conduct of the company? Compliance will be concerned with the interaction between cultures. The managers in Germany and the expats in South Africa had to take care to stay within compliance rules.

Reference 12 - 4.49% Coverage

In South Africa and Germany the skill sets at different levels are very different. This is a result of the different economic structures and the classes that people are categorised into. The classes are closer to one another and mixed in Germany; whereas, in South Africa, they are more separate and noticeable. Also, the percentage of people that go to universities, and so on, is greater in Germany compared to South Africa. Germany also has a solid, training and apprenticeship program for all young adults once they leave school. So you have to consider education, language, experience, and social standing when managing both cultures.

Reference 13 - 1.24% Coverage

South Africans require more supervision, guidance and support in this regard and will be more trusting to an educated manager – who will be able to provide detailed instruction.

Reference 14 - 4.50% Coverage

But the South Africans allowed them to adjust and each individual allowed themselves to learn about the expatriates, and vice versa. There were shops talks (short meetings) that took place every morning in the workshop where employees were given the chance to; get to know their supervisor, build confidence and learn to communicate, learn to listen to others, be given their daily tasks and safety information, and to learn other team members and how to work well with one another. This was also very beneficial for the supervisors and managers as they got to know the individuals they had to learn, and more importantly, how to lead them.

Methods

<Internals\\Manager AN> - § 2 references coded [5.90% Coverage]

Reference 1 - 2.57% Coverage

We train these welders and then they just leave to go work on sites for higher pay. Also, in the Work Preparation Department, at the beginning, we trained a whole lot of guys and then they just left.

Reference 2 - 3.33% Coverage

Yes, I think that they are managed well. There was a lot of effort put into the beginning of the project to implement structures and processes. German personnel came to also train South Africans and transfer knowledge so that they could take over afterwards.

<Internals\\Manager BR> - § 3 references coded [5.56% Coverage]

Reference 1 - 1.00% Coverage

No, the employees were not specifically trained to work with different cultures.

Reference 2 - 2.64% Coverage

There was only a meeting held between expats before going. And the South African country doesn't really train employees to work with people from other countries. Everyone just learnt to adapt with one another.

Reference 3 - 1.92% Coverage

Like I mentioned previously, there isn't a direct plan in place to manage different cultures that Germans work with – they just adapt during the project.

<Internals\\Manager BY> - § 9 references coded [22.07% Coverage]

Reference 1 - 3.52% Coverage

I must point out that even though the Project Manager in Germany has a good level of English, it is still more efficient and leaves less room for error if a call is made first. Then I am also able to hear from the tone in his voice whether he understands me completely or not; if the call is not made first then it could take him time to understand the exact reason for the email.

Reference 2 - 2.50% Coverage

I don't think that the employees were trained or made aware beforehand either. I believe they were just introduced to the new manager that they had to report to and then adjust. I also don't think that the time for adjustment was foreseen in the project planning stages.

Reference 3 - 2.20% Coverage

Communication is very important for this project so the language barrier at the beginning posed a slight problem; however, even though the expats arrived with little to basic knowledge of the English language, they learnt it pretty fast.

Reference 4 - 1.52% Coverage

I guess leading styles would also be a cultural factor; the expats had to learn how to manage and communicate with the workshop guys – even some of the office guys.

Reference 5 - 0.32% Coverage

there isn't a current plan in place

Reference 6 - 1.16% Coverage

So this could be a reason as to why Company SA does not want to invest time and money into a plan to manage cultural factors.

Reference 7 - 1.21% Coverage

I believe that a lot of the expats went for English lessons before coming to South Africa and during their time here at Company SA

Reference 8 - 6.06% Coverage

Also, before prefabrication works began, Company GER arranged for the Quality Assurance Manager, from Company SA, to train for a few months in Germany. This was important because the Quality Management System is the core system that determines the quality of the product so the person in charge needs to understand exactly how it works. By Company GER arranging for this they ensured that the Quality Assurance Manager was not only familiar with the system (so that she could train others) but also with the work and social culture of the Germans. This enabled her to understand them better and she passed this knowledge on to the rest of the team here.

Reference 9 - 3.58% Coverage

would have thought that Company GER would have involved more employees in their plan but, unfortunately, that did not happen. It could have been the fact that it's a costly exercise. I don't think Company SA equipped its employees with dealing with the German way of managing and culture. The workshop (and office, actually) employees have had to adapt and try to find a common ground.

<Internals\\Manager MS> - § 5 references coded [27.13% Coverage]

Reference 1 - 2.15% Coverage

I guess it would be important to brief yourself on the other culture before starting a project where you have to work together.

Reference 2 - 3.05% Coverage

Yes, I think that Company GER is able to adapt well during the course of a project – but there is no current plan in place to train or make employees aware before a project begins.

Reference 3 - 4.51% Coverage

There is a book that is referenced quite often at Company GER, "Knigge". Most Germans are aware of this book but I am not sure how many have read it. Company GER should have a plan in place and then have an agenda to manage them – the cultural factors and employees.

Reference 4 - 15.38% Coverage

For example, the last company I worked with had a project with China. One of their tasks was to bring a group of Chinese project managers over to Germany but the problem was that these guys had never been out of China before and their English skills were almost minimal. So the first step was to take them out to a restaurant and teach them how to use a knife and fork and basic table etiquette. Then they had an English crash course which also included how to read an airplane ticket; how to board an aircraft (so to sit in the seat allocated on the ticket and not just in any free seat); and to bring presents (but not expensive ones). Also, they were taught that small talk was not appreciated by the Germans. The Germans are very exact and to the point. Then they were brought to Germany. So they were partially trained on their home ground, in familiar and comfortable surroundings, before being moved.

Reference 5 - 2.03% Coverage

Yes, but not that intensely. Some expats were sent for English courses. This had to be included in the cost calculation.

<Internals\\Manager SW> - § 11 references coded [30.46% Coverage]

Reference 1 - 1.77% Coverage

my employees (and all other members in the project) are not specifically given an introduction on this (for example how to behave in a different country and how to work together with the cultures in these countries; there is simply “learning by doing”.

Reference 2 - 0.60% Coverage

Also, older members (more experienced) will pass their experiences and knowledge down.

Reference 3 - 0.86% Coverage

I explained how systems and the culture worked in Pretoria. I did so before and during the trip – sometimes afterwards too.

Reference 4 - 2.07% Coverage

All of the knowledge about other cultures has been obtained from older and experienced employees; so, “learning by doing” and keeping one’s “eyes wide open”. The doing what you learn becomes experience and it becomes automatic behaviour; so you adjust and fit in with the local business culture.

Reference 5 - 1.60% Coverage

The holdings company has ideas, regulations and guidelines implemented that are directly related to client and third party relationships, social behaviour and cultural rules. This is also a part of the company’s code of conduct.

Reference 6 - 4.66% Coverage

how to start the project with people from different backgrounds; how to behave during a project; how to trust the people that you are working alongside; and so on. Social development is important in a project and the code of conduct may not have information to assist with that. Social development is also a function of time; it is important to become familiar with the members in the project as knowing common/uncommon things (such as business, sport, language, religion) about one another will steer the dynamics of the project – and this knowledge can only be gained during individual projects. These things cannot be stated in any code of conduct or guideline.

Reference 7 - 10.66% Coverage

at the beginning of the project the lady who was going to lead Quality Management and Assurance in South Africa was brought to Germany to gain knowledge on the “German way of doing things”. She

spent two months in Germany. During this time she attended workshops and courses. She also spent time with German managers and was frequently asked whether things were done differently. Her input was very important to us; at first she was reluctant and cautious to be too honest but eventually she realised that her honesty was important to us; and business was more technical than emotional. One of the main differences she noticed was the punctuality and accuracy – this was mainly reflected in planning and times to finalise tasks.. She spent weekends learning about the other side of German business culture. She could also take this knowledge back to South Africa and help other employees integrate quicker with the German expats (i.e. by explaining their methods of working). We believed that by "winning over" one of their own, the other South Africans would be more susceptible to adopting and working with our quality systems. It also gave her an opportunity to familiarise herself with the project scope of works and to develop relationships with German managers (having a "face" to the emails is very important). She went on to stay in the project for its entire duration and produced great results. The company has now adopted this method of integrating employees from other countries in international projects.

Reference 8 - 2.11% Coverage

The Managing Director had to develop his knowledge on these cultural differences and he did this by being friendly, open, honest, and he tried to build a strong relationship with individuals; he got to know each individual right to their personal life – and this included staff on the workshop floor.

Reference 9 - 0.84% Coverage

His wise preparations, in doing this, greatly assisted the other German expats that were sent to work in South Africa.

Reference 10 - 4.50% Coverage

But the South Africans allowed them to adjust and each individual allowed themselves to learn about the expatriates, and vice versa. There were shops talks (short meetings) that took place every morning in the workshop where employees were given the chance to; get to know their supervisor, build confidence and learn to communicate, learn to listen to others, be given their daily tasks and safety information, and to learn other team members and how to work well with one another. This was also very beneficial for the supervisors and managers as they got to know the individuals they had to learn, and more importantly, how to lead them.

Reference 11 - 0.79% Coverage

Supervisors and managers are not specifically trained on how to deal with different cultures; they have to learn.

<Internals\\Manager TR> - § 3 references coded [5.59% Coverage]

Reference 1 - 2.49% Coverage

The expats that were sent from Germany to work in the South African workshop had to learn to develop a working or personal relationship – so to learn the culture.

Reference 2 - 1.44% Coverage

there isn't a specific method and process in place (such as in the Quality Management System);

Reference 3 - 1.66% Coverage

They had training before they left and some of them had to practice their English; but they knew the basics.

Relationships: Employee-Employee

<Internals\\Manager BR> - § 1 reference coded [2.21% Coverage]

Reference 1 - 2.21% Coverage

I don't think that my employees are directly aware of any differences in cultural factors – they just tried their best to work, with an understanding, with the South Africans.

<Internals\\Manager BY> - § 1 reference coded [2.89% Coverage]

Reference 1 - 2.89% Coverage

At the start, the expats that arrived from Company GER tended to stick together; however, after some time (of learning on their own) they integrated with the employees at Company SA. The guys in our workshop also took some time to warm up to the expats – they were obviously not used to their leadership styles.

<Internals\\Manager SW> - § 4 references coded [3.58% Coverage]

Reference 1 - 0.60% Coverage

Also, older members (more experienced) will pass their experiences and knowledge down.

Reference 2 - 0.84% Coverage

Some of these expats were based in South Africa for quite some time, so there were existing (and strong) relationships.

Reference 3 - 0.95% Coverage

The German culture seems to be "working and going home"; no attention is paid to the characteristics of other colleagues and employees.

Reference 4 - 1.18% Coverage

South Africans are different and form closer relationships and partnerships with their colleagues; although, they tend to work longer hours (this may affect the speed).

Relationships: Manager-Employee

<Internals\\Manager BR> - § 1 reference coded [2.51% Coverage]

Reference 1 - 2.51% Coverage

the German managers felt that they needed to be more abrupt (and less approachable) and this didn't work out well with the South African workers. They would feel disrespected and maybe even insulted.

<Internals\\Manager BY> - § 2 references coded [3.40% Coverage]

Reference 1 - 0.51% Coverage

developing relationships that would benefit the project

Reference 2 - 2.89% Coverage

At the start, the expats that arrived from Company GER tended to stick together; however, after some time (of learning on their own) they integrated with the employees at Company SA. The guys in our workshop also took some time to warm up to the expats – they were obviously not used to their leadership styles.

<Internals\\Manager SW> - § 13 references coded [19.95% Coverage]

Reference 1 - 0.60% Coverage

Also, older members (more experienced) will pass their experiences and knowledge down.

Reference 2 - 3.51% Coverage

working with South Africans it's very important to be honest, friendly and open. If you do not act in this manner then when you try to give instruction they will say "yes" to do it but they might fear authority too much to be honest and say "no" if they're not able to. So it's very important to gain their trust right at the beginning of the project so that they are not afraid to approach you. The South African employee might also blame himself/herself if they are not able to succeed at the task.

Reference 3 - 1.16% Coverage

The Germans are a little different; they are more confident and they don't need a manager that is open – they will ask straight away if they're unaware of something.

Reference 4 - 0.91% Coverage

Another example is the South Africans don't always look you in the eye when speaking to you; this is their way of showing respect.

Reference 5 - 1.05% Coverage

However, it is the opposite for Germans. If a manager or colleague does not speak to them while keeping eye contact they are suspicious and doubting.

Reference 6 - 0.84% Coverage

Some of these expats were based in South Africa for quite some time, so there were existing (and strong) relationships.

Reference 7 - 0.65% Coverage

develop relationships with German managers (having a “face” to the emails is very important).

Reference 8 - 0.42% Coverage

each individual in the project and their specific background

Reference 9 - 2.11% Coverage

The Managing Director had to develop his knowledge on these cultural differences and he did this by being friendly, open, honest, and he tried to build a strong relationship with individuals; he got to know each individual right to their personal life – and this included staff on the workshop floor.

Reference 10 - 2.07% Coverage

Another factor is compliance. Are the relationships that are developed compliant with the code of conduct of the company? Compliance will be concerned with the interaction between cultures. The managers in Germany and the expats in South Africa had to take care to stay within compliance rules.

Reference 11 - 4.50% Coverage

But the South Africans allowed them to adjust and each individual allowed themselves to learn about the expatriates, and vice versa. There were shops talks (short meetings) that took place every morning in the workshop where employees were given the chance to; get to know their supervisor, build confidence and learn to communicate, learn to listen to others, be given their daily tasks and safety information, and to learn other team members and how to work well with one another. This was also very beneficial for the supervisors and managers as they got to know the individuals they had to learn, and more importantly, how to lead them.

Reference 12 - 0.95% Coverage

The German culture seems to be “working and going home”; no attention is paid to the characteristics of other colleagues and employees.

Reference 13 - 1.18% Coverage

South Africans are different and form closer relationships and partnerships with their colleagues; although, they tend to work longer hours (this may affect the speed).

Report Summaries for Participant Observations based on Coded "Nodes"

Cultural Factors

<Internals\\First Company GER Observation> - § 10 references coded [21.97% Coverage]

Reference 1 - 0.82% Coverage

The team spoke only in German to one another.

Reference 2 - 2.53% Coverage

But they seemed familiar with each other's tone of voice. They did not speak in formal German; there was a lot of slang that was used as well.

Reference 3 - 3.08% Coverage

All of the topics of discussions and verbal communication between members were strictly work-related. There wasn't much talking whilst each member was performing their task.

Reference 4 - 1.51% Coverage

The team was too small to form any "cliques" and each member worked as an individual.

Reference 5 - 3.15% Coverage

The Production Manager entered and greeted each individual by shaking their hands while maintaining eye contact, at the start of the observation, for ten minutes and then left.

Reference 6 - 3.40% Coverage

The remaining three spoke for a few minutes (it looked as though they were clarifying a few details with each other) and then moved to their separate areas to complete their individual tasks.

Reference 7 - 0.71% Coverage

There was not much personal interaction.

Reference 8 - 2.78% Coverage

However, the team members all respected him and listened attentively when he spoke; and when he spoke loudly they did have not fearful looks on their faces.

Reference 9 - 1.55% Coverage

He only had one file open (presumably the one that they were working on at the moment).

Reference 10 - 2.42% Coverage

The Boilermaker had some tools lying on his table and the rest were in his toolbox (which had white markings designated for each tool).

<Internals\\First Company SA Observation> - § 4 references coded [3.72% Coverage]

Reference 1 - 0.61% Coverage

and even the women preferred to work separately from the men.

Reference 2 - 0.50% Coverage

There was definitely a degree of physical contact.

Reference 3 - 0.82% Coverage

The women were a bit more relaxed and spoke often to each other and to the Welder.

Reference 4 - 1.80% Coverage

The women went first to the Welding Supervisor with their problems and he spoke directly to the Assembly or Production Manager when he could not immediately assist them on his own.

<Internals\\Second Company GER Observation> - § 4 references coded [14.89% Coverage]

Reference 1 - 3.02% Coverage

All of the topics of discussions and verbal communication between members were strictly work-related. There wasn't much talking whilst each member was performing their task.

Reference 2 - 3.26% Coverage

At one stage the Production Manager came into the working bay (because he was not there all the time – and not frequently either) he raised his voice quite loudly and spoke to the Welder.

Reference 3 - 3.09% Coverage

The Welder apologised, took the procedures, signed them and returned them to the Production Manager (he did not leave until the procedures were signed and handed back to him).

Reference 4 - 5.51% Coverage

Even the Welder did not seem too phased when the Production Manager spoke to him abruptly about forgetting to sign the procedures; instead he looked as though he understood that he had made a mistake and needed to correct it. Amongst the rest of the team there was a more closer, but unspoken personal relationship.

<Internals\\Second Company SA Observation> - § 17 references coded [30.23% Coverage]

Reference 1 - 1.77% Coverage

The Production Manager and the Assembly Manager spoke only German to one another (i.e. the two German expats). Sometimes they struggled to communicate in English with their workshop team.

Reference 2 - 1.53% Coverage

The two Afrikaans supervisors spoke Afrikaans to one another and worked closely together; when they communicated with the rest of the team they spoke in English.

Reference 3 - 0.87% Coverage

The others spoke in the mutual African language (i.e. one that they were all familiar with).

Reference 4 - 0.53% Coverage

None of the South African project members spoke German.

Reference 5 - 2.34% Coverage

The Production Manager spoke in a medium to loud tone and the Assembly Manager always spoke in a loud, almost abrasive tone; however, the rest of the team seemed to be familiar with him and his way of talking – there was an unspoken understanding.

Reference 6 - 1.12% Coverage

At times the South African members raised their voices, as well. The German expats did not seem uncomfortable with it.

Reference 7 - 1.76% Coverage

When the other men (not the German expats) spoke to one another they spoke in a lowered tone. They spoke informally and in a very friendly way amongst each other and used a lot of slang;

Reference 8 - 1.77% Coverage

however, when speaking to the Production and Assembly Manager they tried to be a bit more formally (possibly already realising that the Germans do not understand the South African slang).

Reference 9 - 1.71% Coverage

When they needed to communicate in a group they would speak effectively in English. All the instructions, specifications, codes, drawings, etc. were provided to the team in English.

Reference 10 - 1.53% Coverage

There seemed to be “cliques” that formed in the group specific to the cultural group; i.e. with the Afrikaans and Africans (the women were not present this time).

Reference 11 - 3.28% Coverage

once, the Assembly Manager asked the Welding Supervisor to assist him with one of his other employees. He felt that the Welding Supervisor would be able to understand and relate to his employee a little better. He did not leave his employee alone with the Welding Supervisor; he stood there while they spoke to each other in an African language.

Reference 12 - 3.83% Coverage

The Assembly Manager and the Welding Supervisor were on extremely familiar terms. They were very friendly to one another. The Welding Supervisor was teaching the Assembly Manager a South African “hand greeting”. The Assembly Manager would hug and pat employees on the back. None of them minded, in fact, they would smile and they looked more motivated. There was definitely a degree of physical contact.

Reference 13 - 1.14% Coverage

The Welding Manager seemed to have the most work because he was the guy that most of the Africans would approach first.

Reference 14 - 2.27% Coverage

The Assembly Manager even tried to teach the others a few German words and he had learnt quite a few Afrikaans and Zulu words from the others; in this way they appreciated his effort to try to get to know them and they related well to him.

Reference 15 - 1.19% Coverage

The employees seemed to want to find a way to solve a problem, on their own, before addressing it to one of the two managers.

Reference 16 - 0.86% Coverage

It looked as though the project team had a lot of confidence and trust in the two managers.

Reference 17 - 2.72% Coverage

They saw the Production Manager as their superior and appeared to be less fearless in approaching the Assembly Manager for guidance and support. However, it did not seem as though they would approach these managers if they did not understand something or if they were unsure of anything.

Management Style

<Internals\\First Company GER Observation> - § 6 references coded [12.96% Coverage]

Reference 1 - 2.78% Coverage

The Production Manager spoke loudly and in a confident, firm way. He engaged with everyone and they looked at each other in the eyes when they communicated.

Reference 2 - 3.15% Coverage

The Production Manager entered and greeted each individual by shaking their hands while maintaining eye contact, at the start of the observation, for ten minutes and then left.

Reference 3 - 1.07% Coverage

He did not return during the rest of the observation period.

Reference 4 - 2.00% Coverage

There was a strictly professional relationship between the Production Manager and the rest of the team members.

Reference 5 - 2.78% Coverage

However, the team members all respected him and listened attentively when he spoke; and when he spoke loudly they did have not fearful looks on their faces.

Reference 6 - 1.18% Coverage

The Production Manager had a separate office in the main building.

<Internals\\Second Company GER Observation> - § 3 references coded [8.39% Coverage]

Reference 1 - 2.09% Coverage

The first time the Production Manager made an entrance he shook everyone’s hand; and once again, maintain eye contact.

Reference 2 - 0.79% Coverage

the Production Manager looked quite furious.

Reference 3 - 5.51% Coverage

Even the Welder did not seem too phased when the Production Manager spoke to him abruptly about forgetting to sign the procedures; instead he looked as though he understood that he had made a mistake and needed to correct it. Amongst the rest of the team there was a more closer, but unspoken personal relationship.

<Internals\\Second Company SA Observation> - § 16 references coded [29.74% Coverage]

Reference 1 - 2.34% Coverage

The Production Manager spoke in a medium to loud tone and the Assembly Manager always spoke in a loud, almost abrasive tone; however, the rest of the team seemed to be familiar with him and his way of talking – there was an unspoken understanding.

Reference 2 - 1.71% Coverage

The Assembly Manager frequently attempted to understand the slang words. There was the odd conversation or comment that was not related to the project during work; but not too much.

Reference 3 - 0.76% Coverage

Since the Production Manager walked around the rest of the workshop quite often,

Reference 4 - 1.51% Coverage

the Assembly Manager (when he was not inspecting reports) would spend a lot of his time with the Welding Supervisor; either discussing a work-related topic or,

Reference 5 - 3.28% Coverage

once, the Assembly Manager asked the Welding Supervisor to assist him with one of his other employees. He felt that the Welding Supervisor would be able to understand and relate to his employee a little better. He did not leave his employee alone with the Welding Supervisor; he stood there while they spoke to each other in an African language.

Reference 6 - 6.38% Coverage

The Production Manager spoke to his team in English and mentioned that if they needed assistance they were to go to the Assembly Manager first and then to him if the problem could not be solved. The Production Manager looked less approachable than the Assembly Manager. The Assembly Manager and the Welding Supervisor were on extremely familiar terms. They were very friendly to one another. The Welding Supervisor was teaching the Assembly Manager a South African “hand greeting”. The

Assembly Manager would hug and pat employees on the back. None of them minded, in fact, they would smile and they looked more motivated. There was definitely a degree of physical contact.

Reference 7 - 0.99% Coverage

The Production Manager's body language gave off an impression of being strict, orderly and professional.

Reference 8 - 0.61% Coverage

The Assembly Manager had a lot of energy, but not much patience.

Reference 9 - 1.14% Coverage

The Welding Manager seemed to have the most work because he was the guy that most of the Africans would approach first.

Reference 10 - 0.89% Coverage

the other Assembly Supervisor kept more to himself. He tended to work on his own quite often.

Reference 11 - 1.46% Coverage

None of the project team members communicated with the Production Manager, at all, during the entire period of observation; only the Assembly Manager did.

Reference 12 - 0.93% Coverage

The two managers played the main leadership roles, on the workshop floor, and in the project team.

Reference 13 - 1.90% Coverage

Due to the Assembly Manager's friendly and open approach to the rest of the team, they seem to be closer to him and follow his instruction willingly. He was more charismatic in his leadership approach;

Reference 14 - 3.50% Coverage

whereas the Production Manager seemed to be leaning towards a bureaucratic style. The Assembly Manager tried to make great efforts to involve everyone in the team. He had personal relationships with each individual and was seen numerous times laughing or talking about personal jokes and stories. They did not have this kind of relationship with the Production Manager.

Reference 15 - 1.51% Coverage

However, most of the team members approached the Welding Supervisor for assistance; they did not go directly to the Assembly Manager or the Production Manager.

Reference 16 - 0.85% Coverage

- the Production Manager did not want his team to be “distracted” for long periods of time.

Relationships

<Internals\\First Company GER Observation> - § 9 references coded [17.93% Coverage]

Reference 1 - 2.12% Coverage

The language between him and the team was very formal. The conversation and discussion was also brief and to the point.

Reference 2 - 1.27% Coverage

The workshop was loud so all members had to speak to each other loudly,

Reference 3 - 1.50% Coverage

They did not speak in formal German; there was a lot of slang that was used as well.

Reference 4 - 1.51% Coverage

The team was too small to form any “cliques” and each member worked as an individual.

Reference 5 - 3.40% Coverage

The remaining three spoke for a few minutes (it looked as though they were clarifying a few details with each other) and then moved to their separate areas to complete their individual tasks.

Reference 6 - 2.17% Coverage

They always kept a distance between each other when communicating. They seemed content and satisfied to work on their own.

Reference 7 - 2.71% Coverage

There was a strictly professional relationship between the Production Manager and the rest of the team members. There was not much personal interaction.

Reference 8 - 1.59% Coverage

Amongst the rest of the team there was a more closer, but unspoken personal relationship.

Reference 9 - 1.66% Coverage

They had similar ways of working as individuals and that worked for them together, as a team.

<Internals\\First Company SA Observation> - § 5 references coded [4.96% Coverage]

Reference 1 - 0.69% Coverage

The core project team has been working together for almost four years.

Reference 2 - 0.61% Coverage

and even the women preferred to work separately from the men.

Reference 3 - 1.15% Coverage

The male Boilermaker did not really have any sort of alliance and worked on his own most of the time (very quietly).

Reference 4 - 0.82% Coverage

The women were a bit more relaxed and spoke often to each other and to the Welder.

Reference 5 - 1.69% Coverage

except, possibly, the Boilermaker who tended to work on his own without much influence from the other team members and he did not tend to be a part of any of the cliques.

<Internals\\Second Company GER Observation> - § 3 references coded [11.62% Coverage]

Reference 1 - 3.02% Coverage

All of the topics of discussions and verbal communication between members were strictly work-related. There wasn't much talking whilst each member was performing their task.

Reference 2 - 3.09% Coverage

The Welder apologised, took the procedures, signed them and returned them to the Production Manager (he did not leave until the procedures were signed and handed back to him).

Reference 3 - 5.51% Coverage

Even the Welder did not seem too phased when the Production Manager spoke to him abruptly about forgetting to sign the procedures; instead he looked as though he understood that he had made a mistake and needed to correct it. Amongst the rest of the team there was a more closer, but unspoken personal relationship.

<Internals\\Second Company SA Observation> - § 18 references coded [39.42% Coverage]

Reference 1 - 0.66% Coverage

The core project team has been working together for almost four years.

Reference 2 - 1.53% Coverage

The two Afrikaans supervisors spoke Afrikaans to one another and worked closely together; when they communicated with the rest of the team they spoke in English.

Reference 3 - 1.76% Coverage

When the other men (not the German expats) spoke to one another they spoke in a lowered tone. They spoke informally and in a very friendly way amongst each other and used a lot of slang;

Reference 4 - 1.71% Coverage

The Assembly Manager frequently attempted to understand the slang words. There was the odd conversation or comment that was not related to the project during work; but not too much.

Reference 5 - 1.71% Coverage

When they needed to communicate in a group they would speak effectively in English. All the instructions, specifications, codes, drawings, etc. were provided to the team in English.

Reference 6 - 1.53% Coverage

There seemed to be “cliques” that formed in the group specific to the cultural group; i.e. with the Afrikaans and Africans (the women were not present this time).

Reference 7 - 1.51% Coverage

the Assembly Manager (when he was not inspecting reports) would spend a lot of his time with the Welding Supervisor; either discussing a work-related topic or,

Reference 8 - 3.28% Coverage

once, the Assembly Manager asked the Welding Supervisor to assist him with one of his other employees. He felt that the Welding Supervisor would be able to understand and relate to his employee a little better. He did not leave his employee alone with the Welding Supervisor; he stood there while they spoke to each other in an African language.

Reference 9 - 4.54% Coverage

The Production Manager looked less approachable than the Assembly Manager. The Assembly Manager and the Welding Supervisor were on extremely familiar terms. They were very friendly to

one another. The Welding Supervisor was teaching the Assembly Manager a South African “hand greeting”. The Assembly Manager would hug and pat employees on the back. None of them minded, in fact, they would smile and they looked more motivated. There was definitely a degree of physical contact.

Reference 10 - 4.99% Coverage

The two Assembly Supervisors worked moderately fast. The Boilermaker worked on his own most of the time (very quietly) and occasionally spoke to the Welder. The Welder confided a lot in the Welding Supervisor; however, he also had a good relationship with the outside man that was assisting the team. One of the Assembly Supervisors interacted and communicated with the Assembly Manager, Welding Supervisor and Boilermaker; however, the other Assembly Supervisor kept more to himself. He tended to work on his own quite often.

Reference 11 - 1.07% Coverage

There was a respectful way of acting and speaking amongst all team members; especially towards the two managers.

Reference 12 - 1.90% Coverage

Due to the Assembly Manager’s friendly and open approach to the rest of the team, they seem to be closer to him and follow his instruction willingly. He was more charismatic in his leadership approach;

Reference 13 - 2.72% Coverage

The Assembly Manager tried to make great efforts to involve everyone in the team. He had personal relationships with each individual and was seen numerous times laughing or talking about personal jokes and stories. They did not have this kind of relationship with the Production Manager.

Reference 14 - 3.86% Coverage

The Assembly Manager even tried to teach the others a few German words and he had learnt quite a few Afrikaans and Zulu words from the others; in this way they appreciated his effort to try to get to know them and they related well to him. However, one of the Assembly Supervisor did not seem interested in “following” the Assembly Supervisor. He tended to keep his distance and tried to do tasks on his own.

Reference 15 - 1.51% Coverage

However, most of the team members approached the Welding Supervisor for assistance; they did not go directly to the Assembly Manager or the Production Manager.

Reference 16 - 1.55% Coverage

The Afrikaans supervisors seemed bolder in approaching the Production and Assembly Manager than the African members in the team; other than the Welding Supervisor.

Reference 17 - 0.86% Coverage

It looked as though the project team had a lot of confidence and trust in the two managers.

Reference 18 - 2.72% Coverage

They saw the Production Manager as their superior and appeared to be less fearless in approaching the Assembly Manager for guidance and support. However, it did not seem as though they would approach these managers if they did not understand something or if they were unsure of anything.

Team Compositions

<Internals\\First Company GER Observation> - § 4 references coded [9.68% Coverage]

Reference 1 - 4.12% Coverage

The core team for the project is made up of only four members; the Production Manager, the Assembly Supervisor, the Boilermaker and the Welder. They were all men. This team is just more than half the size of the team at Company SA.

Reference 2 - 0.61% Coverage

All members were of German origin.

Reference 3 - 2.05% Coverage

During the observation there were no other employees on the workshop floor that came to the area under observation.

Reference 4 - 2.91% Coverage

- Company GER's team is smaller than Company SA. A possible reason is that Company GER's the scope of work for the project was about half the size of Company SA's.

<Internals\\First Company SA Observation> - § 4 references coded [14.96% Coverage]

Reference 1 - 2.78% Coverage

The core project team was made up of nine members. There were seven men and two women. The team was made up of the following roles; Production Manager, Assembly Manager, two Assembly supervisors, one Welding Supervisor, one Welder, and three Boilermakers (two of which are women).

Reference 2 - 7.72% Coverage

The two Assembly Supervisors were both Afrikaans South Africans. They were of similar statue and younger than 30. They also wore blue overalls but had winter jackets instead of the overall jackets on. The Welding supervisor and Welder were both African South Africans. They also wore blue overalls and the standard PPE; however, the Welder had a scarf around his head and a pair of thick leather gloves (for heat protection during welding). The Welding Supervisor carried a clipboard. Of the three Boilermakers, the man was a Coloured South African, as well as the two women. The Boilermakers (including the two women) also wore overalls and had the standard PPE. The women had scarves on their heads but for personal reasons (they did not need it for safety purposes).

Reference 3 - 2.71% Coverage

There are workshop floor employees that are a part of other project teams that assist with work when the load is too much for the core team; there were three of them. Similarly, they wore the same type of blue overalls and standard PPE. They were African South Africans.

Reference 4 - 1.76% Coverage

an employee from another project team that came to ask him something. He was familiar with the two Boilermaker women so he stopped to talk to them, as well, for a short while.

<Internals\\Second Company SA Observation> - § 3 references coded [5.04% Coverage]

Reference 1 - 2.89% Coverage

The core project team was made up of seven members. There were seven men; the two women from the previous observation were not present. The team was made up of the following roles; Production Manager, Assembly Manager, two Assembly supervisors, one Welding Supervisor, one Welder, and one Boilermaker.

Reference 2 - 1.05% Coverage

Besides the Production Manager who often walked through the working stations, there was not much human traffic.

Reference 3 - 1.10% Coverage

- All participants remained the same as the previous observation; however, the two Boilermaker women were not present.

Appendix F: Ethics Clearance (MIAEC 012/16)

School Ethics Clearance No: _____ (office use only)

All submissions and materials must be typed. Handwritten submissions are NOT acceptable.

Surname: Jogessar						Name: Yashmee Bhana					
Title:		Prof		Dr		Mr	x	Ms		Mrs		Other:
School: School of Mechanical, Industrial and Aeronautical Engineering											
Staff/Student number: 0402210M								Full time	x	Part time		Staff
Your telephone(s): +27842392179											
Your Email: yashmee@gmail.com											
Name of Supervisor (if applicable): Bernadette Sunjka											
Supervisor's email address: bernadette.sunjka@wits.ac.za											
Supervisor's tel. number(s):											
1. Specifics about the research project (attach project proposal as an appendix)											
Title of research project											
Cultural Factors in the Development of International Projects; **A Case Study of South Africa and Germany in the Engineering/Construction Industry**											
Registered degree		**Undergrad**	x	**Masters (research report)**		**Investigational Project**		**Other, specify _____**			
Where will the research be carried out?											
In South Africa and Germany; company SA and company GER (see attached research proposal for further details).											
What are the aims and objectives of the research? (Please list; be brief)											

The following includes the intended aim of the research report:

- To determine a method/model, for leadership of Company SA and Company GER, to incorporate that will allow for the smooth facilitation of opposing and similar cultural factors in the project.

In order to achieve the desired aims of the research report the following objectives will be pursued, in both countries:

- To identify the key cultural factors that emerges during the course of prefabrication and documentation completion of the Medupi/Kusile contract, with reference to Company SA and Company GER.
- To analyse whether participants in projects are able to communicate, learn, network and adapt to one another's cultural differences in actual/physical situations.
- To determine if cultural factors affect the successful completion and outcome of projects; in the construction/engineering industry.
- To identify whether management/leadership are aware that they play a significant role in handling cultural factors in project teams.
- To determine if participants in project teams are aware that management and understanding of cultural differences affect the successful outcome of projects.

2. How will data on human research participants be collected (instruments, methods, procedures)? (Attach instruments as an appendix)

Brief details of instruments to be used (attach instrument or draft to this application)

Semi-structured interviews and participant observations will be utilised to collect data and information for the research. Details are available in the attached research proposal, as well as, the two attached protocols.

3. Who will the research participants be?

Brief description of human participants, including age range and sample size, for each sample:

The following sample will be used:

- From the engineering and construction industry, in the Republic of South Africa (RSA) and Germany.
- Across all employment levels; from managerial (for semi-structured interviews) to the workshop floor (for participant observations).
- Employees between the ages of 25-65 years.
- Employees from different cultural backgrounds, in RSA and Germany.
- Employees from the construction engineering industries.
- Employees who communicate in English and German.
- Where possible, familiar contacts will be utilised for data collection. If this is not feasible, unfamiliar employees will need to be utilised (however, the trust between parties will need to be developed first).
- Both genders; male and female.
- Sample sizes will be similar in Company SA and Company GER.

Does this research expose either the participant or the researcher to any potential risks or harm that they would not otherwise be exposed to?	[ ]	Yes	[x]	No

If 'yes', explain:

4. How will informed consent be obtained? (Attach Participant Information Sheets and Consent Forms for each sample group, and/or other related materials)

How will potential participants be identified / selected / recruited?

- Based on the sample size described above.
- Based on whether they sign the consent form and agree to participate in the research.

What will participants be told about the research (including the promises to be made)?

- Prior to interviews and participant observations; all participants will be briefed regarding the content of the research, purpose and aims/objectives.
- They will also be informed as to the process of conducting the research, collecting and (briefly) the analysis of the data.
- They will also be provided with contact details that can be used should questions arise or further information be requested.

How will informed consent be obtained?

[x]	Formal (Signed form)	[ ]	Informal (e.g. verbal)	[ ]	Other

Briefly explain your strategy for ensuring informed consent.

- Prior to commencement of the data collection process the research will first have to be approved by the Ethics Committee at the University of the Witwatersrand.
- A consent form (see attached) will be distributed to all participants which will need to be signed and returned before they may be included in data collection.
- The consent form will include a brief summary of the research; including the purpose, the time allocation, how the interviews/participant observations will be conducted,

5. Protecting participant identities

Can **confidentiality** be guaranteed?	[x]	Yes	[ ]	No
Can **anonymity** be guaranteed in resulting reports, theses and/or publications?	[x]	Yes	[ ]	No

Explain how this will be done? (What will participants be told in this regard?)

- They will remain anonymous (including the company names).
- All data and information collected will be treated as highly confidential.
- Participation is voluntary and participants may choose to refrain providing information.
- Semi-structured interviews will be recorded and later transcribed for data analysis. (They have the option of viewing the transcribed information.)
- The research was approved by the University of the Witwatersrand and they may contact the university/Head of School should they require further information.

6. Formal permission (Attach letter requesting permission and letter granting permission)

Has appropriate formal permission been obtained, if required (e.g. employer, government department, land owner, etc.)?

	Yes (attached)		Not required	x	Pending (must be supplied before permission is granted)

7. Protection of data during and after the research

How will the data be protected while the research is in progress? (This includes how the identities of participants will be protected.)

All participation information and consent forms will be filed and keep in a place that is only accessible to the researcher. Preferably in a locked cupboard when it is not in use. All information that is saved as soft copies will be stored in files that are password protected. For backup purposes it will be stored on a separate hard drive or USB which is also password protected.

What is to be done with the research data after completion of the project?

Data will be store in a secure place. It will also be accessible for future reference. It will remain highly confidential and not discussed with any third parties, at all times.

SCHOOL OF MECHANICAL, INDUSTRIAL & AERONAUTICAL ENGINEERING

SIGNATURES (REQUIRED)

In signing this form, the researcher and supervisor (if any) of this project undertake to ensure that any amendments to this project that are required by the School Research Ethics Committee are made before the project commences.

***Declaration:* We, the signatories, declare that all information on this form is correct, that we will strive to maintain the highest ethical standards in this research at all times, according to disciplinary and university expectations, recognising that ethical practice in research is always a continuing process.**

	Date	Name	Signature
Applicant	03.06.2016	Yashmee Bhana Jogessar	
Supervisor	03.06.2016	Bernadette Sunjka	

SCHOOL ETHICS COMMITTEE APPROVAL (OFFICE USE ONLY)

	Date	Name	Signature
Member 1			
Member 2			