

Influential Article Review - GOOGLE: Cultural Evaluation, Leadership and Governance

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This paper examines leadership and management. We present insights from a highly influential paper. Here are the highlights from this paper: This paper provides a viewpoint of the culture and subcultures at Google Inc., which is a famous global company, and has a huge engineering staff and many talented leaders. Through its history of development, it has had positive impacts on society; however, there have been management challenges. The Board of Directors (BoDs) developed and implemented a way to measure the abilities of their managers, which helped to identify problems. This paper will analyze the case study of Harvard Business Review, Oxygen Project, and clarify the management problem in Google's organization. It will also compare Google with Zappos, a much smaller organization, and present how the BoDs of Zappos assesses its culture and subcultures. In this paper, we will recommend eight important points to building an organizational culture that is positive for stable growth of a company. We believe that much of what be learned could be useful to other business leaders, regardless of company scale. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Culture, Subculture, Organizational culture, Management style, Oxygen project, Google

SUMMARY

- It cannot be denied the interplay of culture creation, reenactment, and reinforcement creates interdependency between culture and leadership. Schein conveyed that culture exists in a group of a community; it reflects people's belief, lifestyle, as well as norms of that group. It is not easy for outsiders to grasp all assumptions of the culture of a group. It seems that culture is with us in all facets of our life, it controls and determines people's behaviors and it is likely that culture in each individual is accumulated gradually during the course of their lifetime. Cultures, as well as subcultures among different groups, are not identical. Cultures and subcultures are considered as the norms for all members' behavior in that group. Culture resides within each individual, on the other hand, in each organization or community, there seems to be a hidden force to lead and instruct the ways that organization performs, which is called culture.
- Culture is created, reenacted, as well as reinforced through time. For example, as a new leader of an organization, he or she is the one to create and build on the norms for his or her group. Although each individual in that group comes from other small subcultures, working together in the new

group, they have to follow and adapt to the new principles that are required by the leader. However, there are some situations in which the leader is from another culture and move to manage in a deep-rooted cultural group, he or she is expected to adapt to the new environment, given that it is not easy to change the culture of a group quickly and completely. In a nutshell, in order to be more successful in managing organizational culture, a leader should take the establishment and development of stakeholder's cultures into careful consideration. In chapter one of Notes towards the Definition of Culture , the author gave three senses of «culture» and its applied difference based on the distance in relation to the individual, the group, and society with its consciousness to develop a culture. It means that culture has different associations in different organizations or subjects . Furthermore, Adler and Gundersen indicate that: «the more culturally self-aware we are, the more able we are to predict the effect our behavior will have on others». This means that self-awareness of culture is directly related to individuals, groups and societies behaviors, as well as their cultural background . Subsequently, that would reflect existing conceptions of the culture shape . The knowledge of cultural self-awareness is to understand one's cultural identity, principles, and prejudices.

- From our research, the notion of culture has been improved a lot. It is not as simple as we originally thought. There are many different ways of living, beliefs, and core values, and what we witness cannot fully express the culture of a group or an organization. If we want to understand explicitly what culture is, we must get to know the backgrounds and histories of the insiders from that cultures, as well as subcultures.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Tran, S. K. (2017). GOOGLE: a reflection of culture, leader, and management. *International Journal of Corporate Social Responsibility*, 2(1), 1–14.

This is the link to the publisher's website:

<https://jcsr.springeropen.com/articles/10.1186/s40991-017-0021-0>

INTRODUCTION

In a large society, each company is considered a miniature society (Mawere 2011). Similar to large societies with large cultures, small societies also need to build their own cultures. A culture is influenced by many factors and determines if it is a great culture. Corporate culture requires both the attention to the efficiency of production and business and to the relationship among people in the organization closely (Bhagat et al. 2012). Regardless if it is a large or a small organization, it must encounter issues of cooperation among individuals and groups. There are many factors leading to the success of business process re-engineering in higher education (BPR), the main four elements are culture, processes, structure, and technology. Culture is listed as number one (Ahmad et al. 2007). Hence, culture becomes the most important factor to the success of the development of a business. Organizational culture is the set of shared beliefs (Steiber and Alänge 2016), values, and norms that influence the way members think, feel, and behave. Culture is created by means of terminal and instrumental values, heroes, rites and rituals, and communication networks (Barman n.d.). The primary methods of maintaining organizational culture are through the socialization process by which an individual learns the values, expected behaviors, and necessary social knowledge to assume their roles in the organization. In addition, (Gupta and Govindarajan 2000) and Fig. 1 in (Ismail Al-Alawi et al. 2007) illustrates that culture was established by six major factors, such as information systems, people, process, leadership, rewarding system, and organization structure. Therefore, there is a wide variety of combined and sophisticated cultures in the workplace, especially in big corporations like Google, Facebook, Proctor & Gamble, etc. Each organization tends to have a common

goal, which is to create a culture that is different from other companies and to promote their teams to be creative in developing a distinctive culture (Stimpson and Farquharson 2014). Clearly, we can see that Google's culture is different than others. What makes this company unique and different from others, as well as the dominant cultures and subcultures existing at this company? How do leadership behaviors impact the organizational culture? By operating a case study of a Harvard Business Review to analyze its organizational culture, subsequently, having compared it with Zappos' culture, this paper will clarify the similarities and differences in managing organizational cultures between them and consider whether the solutions for the problems can be applied to other business models, and for tomorrow leaders or not?

CONCLUSION

Those considering a new job, their roles and responsibilities at the place they work and its organizational culture will be at the top of the list of employees' consideration (Schmidt and Rosenberg 2014). The results of Project Oxygen explore the performance of Google's best technical managers, the most instrumental element found was "making that connection" between manager and employee. The connection between them is vital, but it is only a part of the study. This paper first recognizes that employees who give their best efforts and align their behaviors with organizational goals, frequently use the word "connection" to describe why they are so devoted; culture and subculture would play a crucial role in business achievement, for a smooth operation.

In the case study, it is obvious that the feeling of connection among management, employees, and customers accommodate a competitive advantage. Whenever we approach a new organization, there is no doubt that we will try to know more about the culture of that place, the way of thinking, working, as well as behavior. And it is likely that the more diverse culture of a place is; the more difficult for outsiders to assess the culture of that place becomes. The achievements of Google and Zappos proved that they clarify ways they apply to assess an organizational culture successfully. They create a good connection among their stockholders, partners, followers, customers, and newcomers. So, what is the fantastic connection? Chapter one in (Stallard 2009), the connection is what transforms a dog-eat-dog environment into a sled dog team that pulls together. It is implied that leaders should encourage to organizing open events for employees as often as possible to give them opportunities to interact, as well as get to know each other's culture. In addition, a leader must not create a barrier between him and employees. Instead, a leader should be the opener and more harmonious in their relationship so that subordinate can feel at ease when they would like to comment or share their opinions. We totally agree with this point because of the fact that if a leader does not set the tone first, no employees dare to express their issues. It will make it difficult for a new organizational culture to become common and cultural boundaries will be difficult to solve. All in all, a leader is a key feature in fostering the organizational culture or connection culture. The core factors of a connection culture that fit these human needs are vision, value, and voice.

This paper also interested in the point is something called "cultural intelligence". In this modern world, with the development of science and technology, multinational companies, multicultural unit, each person experiences more than one culture during the course of their life, it is vital for each of us to be trained to become a culture expert in some extent. The most common set of diverse culture is at the workplace, we must communicate with different people from different culture, diverse ways of thinking, behaving, working as well as feeling, people should be wiser to realize that diverse cultures and deal well with them to avoid cultural shock. Google and Zappos are the places of connection culture. Multinational people come and work together, so culture intelligence is a necessary quality for a more successful future leader. He or she not only learn it for himself or herself but also for his or her followers. It is his or her responsibility to coach and chooses which culture is the most suitable for his or her organization. This is really useful and noteworthy for other businesses, tomorrow leaders, and all of us in an attempt to help us to survive be harmonious in this world.

From what we know so far, every group or community has their own group culture. Schein said "Culture is a property of a group. Whenever a group has enough common experience, a culture begins to form. One finds cultures at the level of small teams, families, and work groups" (Schein 2009). Moreover, the culture

is maybe sometimes considered to be similar, but there is always a particular distinctive discrepancy that differentiates the culture of this group from others and one is believed to belong to more than one kind of cultures during the course of their life. We, therefore, could be working under multi-positions, as well as some other kinds of societies, such as class, professional club, etc. We are a member of several of subcultures and enjoy the culture of our country.

Reflecting on the personal and working experiences and on the research we have read, we discovered eight important points that Google reflects:

1. A good company is a company run by a distinctive culture and subculture.
2. Organizational culture is a key factor in every company's success and everlasting. Why is culture management a vital issue for a business? Companies, especially, big ones, nowadays attract many labors from various areas with a variety of education, specialty, consciousness, social relation, etc., which create a diversified and complicated environment, along with keen competition of market economy and globalization trends, they must research and find out reasonable changes to develop and exist. What do companies do to be viable? We think every company builds and maintains its own different culture to make their employees performs well their duties and focus on company's development.
3. A good leader must create a corporate culture that boosts employee with value shared.
4. A good manager is a good coach.
5. "Connection" culture varies enormously across organizations based upon local culture and leadership.
6. Culture is not fixed, it's up to the situation, environment, historical circumstances, relationships etc., the culture will be gradually adapted.
7. The better culture is, the much more working environment is creative, innovative and competitive for a common company's development and employee's career development.
8. The comfortable working environment encourages and gives people opportunities to interact as well as get to know about each other's culture.

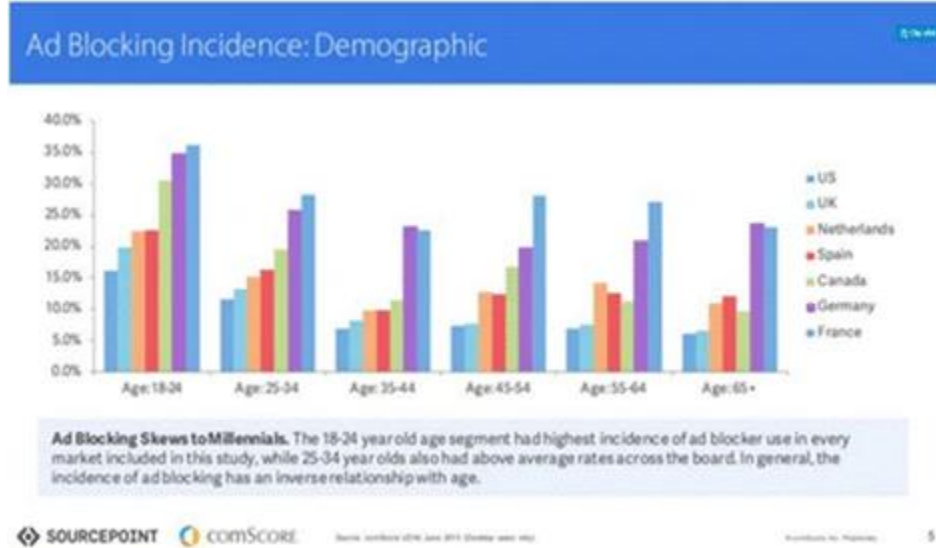
APPENDIX

FIGURE 1
TRENDS OF USING PRODUCT BY INFORMATION SEARCHING



FIGURE 2

AD BLOCKING INCIDENCE



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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

En una gran sociedad, cada empresa es considerada una sociedad en miniatura (Mawere 2011). Al igual que las grandes sociedades con grandes culturas, las pequeñas sociedades también necesitan construir sus propias culturas. Una cultura está influenciada por muchos factores y determina si es una gran cultura. La cultura corporativa requiere tanto la atención a la eficiencia de la producción y los negocios como a la relación entre las personas de la organización de cerca (Bhagat et al. 2012). Independientemente de si se trata de una organización grande o pequeña, debe encontrarse con cuestiones de cooperación entre individuos y grupos. Hay muchos factores que conducen al éxito de la reingeniería de procesos de negocio en la educación superior (BPR), los cuatro elementos principales son la cultura, los procesos, la estructura y la tecnología. La cultura aparece como número uno (Ahmad et al. 2007). Por lo tanto, la cultura se convierte en el factor más importante para el éxito del desarrollo de un negocio. La cultura organizacional es el conjunto de creencias compartidas (Steiber y Al-nge 2016), valores y normas que influyen en la forma en que los miembros piensan, sienten y se comportan. La cultura se crea por medio de valores terminales e instrumentales, héroes, ritos y rituales, y redes de comunicación (Barman n.d.). Los métodos principales para mantener la cultura organizacional son a través del proceso de socialización mediante el cual un individuo aprende los valores, los comportamientos esperados y los conocimientos sociales necesarios para asumir sus roles en la organización. Además, (Gupta y Govindarajan 2000) y la Fig. 1 in (Ismail Al-Alawi et al. 2007) ilustran que la cultura se estableció por seis factores principales, como los sistemas de información, las personas, el proceso, el liderazgo, el sistema gratificante y la estructura organizativa. Por lo tanto, hay una amplia variedad de culturas combinadas y sofisticadas en el lugar de trabajo, especialmente en grandes corporaciones como Google, Facebook, Proctor & Gamble, etc. Cada organización tiende a tener un objetivo común, que es crear una cultura diferente de otras empresas y promover que sus equipos sean creativos en el desarrollo de una cultura distintiva (Stimpson y Farquharson 2014). Claramente, podemos ver que la cultura de Google es diferente a la de otros. ¿Qué hace que esta empresa sea única y diferente de otras, así como las culturas y subculturas dominantes existentes en esta empresa? ¿Cómo afectan los comportamientos de liderazgo a la cultura organizacional? Al operar un caso de estudio de una revisión de negocios de Harvard para analizar su cultura organizacional, posteriormente, habiéndolo

comparado con la cultura de Zappos, este documento aclarará las similitudes y diferencias en la gestión de las culturas organizacionales entre ellos y considerará si las soluciones para los problemas se pueden aplicar a otros modelos de negocio, y para los líderes de mañana o no?

CONCLUSIÓN

Aquellos que estén considerando un nuevo trabajo, sus funciones y responsabilidades en el lugar donde trabajan y su cultura organizacional estarán en la parte superior de la consideración de los empleados (Schmidt y Rosenberg 2014). Los resultados de Project Oxygen exploran el rendimiento de los mejores gerentes técnicos de Google, el elemento más instrumental encontrado fue "hacer esa conexión" entre el gerente y el empleado. La conexión entre ellos es vital, pero es sólo una parte del estudio. Este documento reconoce primero que los empleados que dan sus mejores esfuerzos y alinean sus comportamientos con los objetivos de la organización, con frecuencia utilizan la palabra "conexión" para describir por qué están tan dedicados; cultura y subcultura desempeñarían un papel crucial en el logro empresarial, para un funcionamiento sin problemas.

En el caso de estudio, es obvio que la sensación de conexión entre la dirección, los empleados y los clientes se adapta a una ventaja competitiva. Cada vez que nos acercamos a una nueva organización, no hay duda de que vamos a tratar de saber más sobre la cultura de ese lugar, la forma de pensar, trabajar, así como el comportamiento. Y es probable que la cultura más diversa de un lugar sea; más difícil para los forasteros evaluar la cultura de ese lugar se convierte en. Los logros de Google y Zappos demostraron que aclaran las formas en que se aplican para evaluar una cultura organizacional con éxito. Crean una buena conexión entre sus accionistas, socios, seguidores, clientes y recién llegados. Entonces, ¿cuál es la fantástica conexión? Capítulo uno en (Stallard 2009), la conexión es lo que transforma un ambiente de perro-comer-perro en un equipo de perros de trineo que se une. Se da a entender que los líderes deben alentar a organizar eventos abiertos para los empleados tan a menudo como sea posible para darles oportunidades de interactuar, así como llegar a conocer la cultura de los demás. Además, un líder no debe crear una barrera entre él y los empleados. En cambio, un líder debe ser el abridor y más armonioso en su relación para que el subordinado pueda sentirse a gusto cuando le gustaría comentar o compartir sus opiniones. Estamos totalmente de acuerdo con este punto debido al hecho de que si un líder no establece el tono primero, ningún empleado se atreve a expresar sus problemas. Dificultará que una nueva cultura organizacional se convierta en fronteras comunes y culturales será difícil de resolver. Con todo, un líder es una característica clave para fomentar la cultura organizacional o la cultura de la conexión. Los factores centrales de una cultura de conexión que se ajustan a estas necesidades humanas son la visión, el valor y la voz.

Este artículo también está interesado en el punto es algo llamado "inteligencia cultural". En este mundo moderno, con el desarrollo de la ciencia y la tecnología, las empresas multinacionales, la unidad multicultural, cada persona experimenta más de una cultura a lo largo de su vida, es vital que cada uno de nosotros sea entrenado para convertirse en un experto en cultura en cierta medida. El conjunto más común de cultura diversa está en el lugar de trabajo, debemos comunicarnos con diferentes personas de diferentes culturas, diversas formas de pensar, comportarse, trabajar y sentir, la gente debe ser más sabia para darse cuenta de que diversas culturas y tratar bien con ellas para evitar el choque cultural. Google y Zappos son los lugares de cultura de la conexión. Las personas multinacionales vienen y trabajan juntas, por lo que la inteligencia cultural es una cualidad necesaria para un futuro líder más exitoso. No sólo lo aprende por sí mismo, sino también para sus seguidores. Es su responsabilidad entrenar y elige qué cultura es la más adecuada para su organización. Esto es realmente útil y digno de mención para otras empresas, los líderes del mañana y todos nosotros en un intento de ayudarnos a sobrevivir a ser armoniosos en este mundo.

Por lo que sabemos hasta ahora, cada grupo o comunidad tiene su propia cultura grupal. Schein dijo: "La cultura es propiedad de un grupo. Cada vez que un grupo tiene suficiente experiencia común, una cultura comienza a formarse. Uno encuentra culturas a nivel de equipos pequeños, familias y grupos de trabajo" (Schein 2009). Además, la cultura se considera a veces similar, pero siempre hay una discrepancia distintiva particular que diferencia la cultura de este grupo de los demás y se cree que uno pertenece a más de un tipo de culturas durante el curso de su vida. Nosotros, por lo tanto, podríamos estar trabajando bajo

múltiples posiciones, así como algunos otros tipos de sociedades, como clase, club profesional, etc. Somos miembros de varias subculturas y disfrutamos de la cultura de nuestro país.

Reflexionando sobre las experiencias personales y laborales y sobre la investigación que hemos leído, descubrimos ocho puntos importantes que Google refleja:

1. Una buena empresa es una empresa dirigida por una cultura y subcultura distintas.
2. La cultura organizacional es un factor clave en el éxito y la eternidad de cada empresa. ¿Por qué la gestión de la cultura es un problema vital para un negocio? Las empresas, especialmente las grandes, hoy en día atraen muchas manos de obra de diversas áreas con una variedad de educación, especialidad, conciencia, relación social, etc., que crean un entorno diversificado y complicado, junto con una aguda competencia de la economía de mercado y las tendencias de globalización, deben investigar y descubrir cambios razonables para desarrollarse y existir. ¿Qué hacen las empresas para ser viables? Creemos que cada empresa construye y mantiene su propia cultura diferente para que sus empleados desempeñen bien sus deberes y se centren en el desarrollo de la empresa.
3. Un buen líder debe crear una cultura corporativa que impulse a los empleados con valor compartido.
4. Un buen gerente es un buen entrenador.
5. La cultura de la "conexión" varía enormemente entre las organizaciones basadas en la cultura y el liderazgo locales.
6. La cultura no es fija, depende de la situación, el medio ambiente, las circunstancias históricas, las relaciones, etc., la cultura se irá adaptando gradualmente.
7. Cuanto mejor sea la cultura, más ambiente de trabajo sea creativo, innovador y competitivo para el desarrollo de una empresa común y el desarrollo profesional de los empleados.
8. El ambiente de trabajo cómodo fomenta y da a las personas la oportunidad de interactuar, así como conocer la cultura de los demás.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

Dans une grande société, chaque entreprise est considérée comme une société miniature (Mawere 2011). Semblable aux grandes sociétés aux grandes cultures, les petites sociétés doivent aussi construire leurs propres cultures. Une culture est influencée par de nombreux facteurs et détermine si c'est une grande culture. La culture d'entreprise exige à la fois l'attention portée à l'efficacité de la production et des affaires et à la relation étroite entre les membres de l'organisation (Bhagat et coll., 2012). Qu'il s'agit d'une grande ou d'une petite organisation, elle doit faire face à des problèmes de coopération entre les individus et les groupes. Il existe de nombreux facteurs qui ont mené au succès de la restructuration des processus d'affaires dans l'enseignement supérieur (BPR), les quatre principaux éléments sont la culture, les processus, la structure et la technologie. La culture est classée numéro un (Ahmad et coll. 2007). Par conséquent, la culture devient le facteur le plus important pour le succès du développement d'une entreprise. La culture

organisationnelle est l'ensemble de croyances partagées (Steiber et Alänge 2016), de valeurs et de normes qui influencent la façon dont les membres pensent, ressentent et se comportent. La culture est créée au moyen de valeurs terminales et instrumentales, de héros, de rites et de rituels, et de réseaux de communication (Barman n.d.). Les principales méthodes de maintien de la culture organisationnelle sont par le processus de socialisation par lequel un individu apprend les valeurs, les comportements attendus, et les connaissances sociales nécessaires pour assumer leurs rôles dans l'organisation. En outre, (Gupta et Govindarajan, 2000) et fig. 1 in (Ismail Al-Alawi et al., 2007) illustrent que la culture a été établie par six facteurs majeurs, tels que les systèmes d'information, les personnes, le processus, le leadership, le système de récompense et la structure de l'organisation. Par conséquent, il existe une grande variété de cultures combinées et sophistiquées dans le lieu de travail, en particulier dans les grandes entreprises comme Google, Facebook, Proctor & Gamble, etc. Chaque organisation a tendance à avoir un objectif commun, qui est de créer une culture différente des autres entreprises et de promouvoir ses équipes pour qu'elles soient créatives dans le développement d'une culture distinctive (Stimpson et Farquharson 2014). De toute évidence, nous pouvons voir que la culture de Google est différente des autres. Qu'est-ce qui rend cette entreprise unique et différente des autres, ainsi que les cultures dominantes et les sous-cultures existant dans cette entreprise? Quel est l'impact des comportements de leadership sur la culture organisationnelle? En effectuant une étude de cas d'une Harvard Business Review pour analyser sa culture organisationnelle, après l'avoir comparée à la culture de Zappos, ce document clarifiera les similitudes et les différences dans la gestion des cultures organisationnelles entre eux et examinera si les solutions aux problèmes peuvent être appliquées à d'autres modèles d'affaires, et pour les dirigeants de demain ou non?

CONCLUSION

Ceux qui envisagent un nouvel emploi, leurs rôles et responsabilités à l'endroit où ils travaillent et sa culture organisationnelle seront en tête de liste des considérations des employés (Schmidt et Rosenberg 2014). Les résultats de Project Oxygen explorent les performances des meilleurs gestionnaires techniques de Google, l'élément le plus instrumental trouvé était de « faire ce lien » entre le gestionnaire et l'employé. Le lien entre eux est vital, mais ce n'est qu'une partie de l'étude. Ce document reconnaît d'abord que les employés qui font de leur mieux et alignent leurs comportements avec les objectifs organisationnels, utilisent souvent le mot « connexion » pour décrire pourquoi ils sont si dévoués; la culture et la sous-culture joueraient un rôle crucial dans la réussite des entreprises, pour une bonne opération.

Dans l'étude de cas, il est évident que le sentiment de connexion entre la direction, les employés et les clients s'adapte à un avantage concurrentiel. Chaque fois que nous approchons d'une nouvelle organisation, il ne fait aucun doute que nous allons essayer d'en savoir plus sur la culture de ce lieu, la façon de penser, de travailler, ainsi que le comportement. Et il est probable que la culture plus diversifiée d'un lieu est; plus il est difficile pour les étrangers d'évaluer la culture de ce lieu. Les réalisations de Google et Zappos ont prouvé qu'ils clarifient les façons dont ils s'appliquent pour évaluer une culture organisationnelle avec succès. Ils créent une bonne connexion entre leurs actionnaires, partenaires, adeptes, clients et nouveaux arrivants. Alors, quelle est la connexion fantastique? Chapitre un (Stallard 2009), la connexion est ce qui transforme un environnement chien-manger-chien en une équipe de chiens de traîneau qui se rassemble. Il est implicite que les dirigeants devraient encourager à organiser des événements ouverts pour les employés aussi souvent que possible afin de leur donner l'occasion d'interagir, ainsi que d'apprendre à connaître la culture de l'autre. De plus, un dirigeant ne doit pas créer de barrière entre lui et ses employés. Au lieu de cela, un leader devrait être l'ouvreur et plus harmonieux dans leur relation afin que subordonné peut se sentir à l'aise quand ils voudraient commenter ou partager leurs opinions. Nous sommes tout à fait d'accord avec ce point parce que si un dirigeant ne donne pas le ton en premier, aucun employé n'ose exprimer ses problèmes. Il sera difficile pour une nouvelle culture organisationnelle de devenir commune et les frontières culturelles seront difficiles à résoudre. Dans l'ensemble, un leader est un élément clé dans la promotion de la culture organisationnelle ou de la culture de connexion. Les facteurs fondamentaux d'une culture de connexion qui correspondent à ces besoins humains sont la vision, la valeur et la voix.

Ce document s'intéresse également à ce point est ce qu'on appelle « l'intelligence culturel ». Dans ce monde moderne, avec le développement de la science et de la technologie, des multinationales, unité multiculturelle, chaque personne connaît plus d'une culture au cours de sa vie, il est vital pour chacun de nous d'être formés pour devenir un expert de la culture dans une certaine mesure. L'ensemble le plus commun de la culture diversifiée est sur le lieu de travail, nous devons communiquer avec différentes personnes de différentes cultures, diverses façons de penser, se comporter, travailler ainsi que le sentiment, les gens devraient être plus sages de réaliser que les cultures diverses et bien traiter avec eux pour éviter le choc culturel. Google et Zappos sont les lieux de la culture de connexion. Les multinationales viennent travailler ensemble, de sorte que l'intelligence culturelle est une qualité nécessaire pour un futur leader plus prospère. Il l'apprend non seulement pour lui-même, mais aussi pour ses disciples. Il est de sa responsabilité d'entraîner et de choisir quelle culture convient le mieux à son organisation. C'est vraiment utile et remarquable pour d'autres entreprises, les dirigeants de demain, et nous tous dans une tentative de nous aider à survivre être harmonieux dans ce monde.

D'après ce que nous savons jusqu'à présent, chaque groupe ou communauté a sa propre culture de groupe. Schein a déclaré: « La culture est une propriété d'un groupe. Chaque fois qu'un groupe a suffisamment d'expérience commune, une culture commence à se former. On trouve des cultures au niveau des petites équipes, des familles et des groupes de travail » (Schein 2009). En outre, la culture est peut-être parfois considérée comme similaire, mais il ya toujours un écart particulier distinctif qui différencie la culture de ce groupe des autres et on croit appartenir à plus d'un type de cultures au cours de leur vie. Nous pourrions donc travailler sous plusieurs positions, ainsi que d'autres types de sociétés, telles que la classe, le club professionnel, etc. Nous sommes membres de plusieurs sous-cultures et apprécions la culture de notre pays.

En réfléchissant aux expériences personnelles et professionnelles et à la recherche que nous avons lue, nous avons découvert huit points importants que Google reflète :

1. Une bonne entreprise est une entreprise dirigée par une culture et une sous-culture distinctives.
2. La culture organisationnelle est un facteur clé dans le succès et l'éternellement de chaque entreprise. Pourquoi la gestion de la culture est-elle un enjeu vital pour une entreprise? Les entreprises, en particulier les grandes, attirent aujourd'hui de nombreux travailleurs de divers domaines avec une variété d'éducation, de spécialité, de conscience, de relation sociale, etc., qui créent un environnement diversifié et compliqué, avec une forte concurrence de l'économie de marché et des tendances de la mondialisation, ils doivent rechercher et trouver des changements raisonnables pour se développer et exister. Que font les entreprises pour être viables? Nous pensons que chaque entreprise construit et maintient sa propre culture différente pour que ses employés s'acquittent bien de leurs fonctions et se concentrent sur le développement de l'entreprise.
3. Un bon leader doit créer une culture d'entreprise qui stimule l'employé avec la valeur partagée.
4. Un bon manager est un bon entraîneur.
5. La culture de la « connexion » varie énormément d'une organisation à l'autre en fonction de la culture et du leadership locaux.
6. La culture n'est pas fixe, c'est à la hauteur de la situation, de l'environnement, des circonstances historiques, des relations, etc., la culture sera progressivement adaptée.
7. La meilleure culture est, l'environnement de travail beaucoup plus est créatif, innovant et compétitif pour le développement d'une entreprise commune et le développement de carrière des employés.
8. L'environnement de travail confortable encourage et donne aux gens l'occasion d'interagir et d'apprendre à connaître la culture de l'autre.

TRANSLATED VERSION: GERMAN

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ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

In einer großen Gesellschaft gilt jedes Unternehmen als Miniaturgesellschaft (Mawere 2011). Ähnlich wie große Gesellschaften mit großen Kulturen müssen auch kleine Gesellschaften ihre eigene Kultur aufbauen. Eine Kultur wird von vielen Faktoren beeinflusst und bestimmt, ob sie eine große Kultur ist. Unternehmenskultur erfordert sowohl die Aufmerksamkeit auf die Effizienz von Produktion und Geschäft als auch auf die Beziehung zwischen den Menschen in der Organisation eng (Bhagat et al. 2012). Unabhängig davon, ob es sich um eine große oder eine kleine Organisation handelt, muss sie auf Fragen der Zusammenarbeit zwischen Einzelpersonen und Gruppen stoßen. Es gibt viele Faktoren, die zum Erfolg von Business Process Reengineering in der Hochschulbildung (BPR) führen, die vier wichtigsten Elemente sind Kultur, Prozesse, Struktur und Technologie. Kultur ist die Nummer eins (Ahmad et al. 2007). So wird Kultur zum wichtigsten Faktor für den Erfolg der Unternehmensentwicklung. Organisationskultur ist die Gruppe gemeinsamer Überzeugungen (Steiber und Alänge 2016), Werte und Normen, die die Art und Weise beeinflussen, wie Mitglieder denken, fühlen und sich verhalten. Kultur entsteht durch terminale und instrumentale Werte, Helden, Riten und Rituale und Kommunikationsnetzwerke (Barman n.d.). Die wichtigsten Methoden zur Aufrechterhaltung der Organisationskultur sind der Sozialisationsprozess, durch den ein Individuum die Werte, das erwartete Verhalten und das notwendige soziale Wissen lernt, um seine Rolle in der Organisation zu übernehmen. Darüber hinaus (Gupta und Govindarajan 2000) und Abb. 1 in (Ismail Al-Alawi et al. 2007) zeigt, dass Kultur durch sechs Hauptfaktoren wie Informationssysteme, Menschen, Prozess, Führung, Belohnungssystem und Organisationsstruktur etabliert wurde. Daher gibt es eine Vielzahl von kombinierten und anspruchsvollen Kulturen am Arbeitsplatz, vor allem in großen Unternehmen wie Google, Facebook, Proctor & Gamble, etc. Jede Organisation neigt dazu, ein gemeinsames Ziel zu haben, das darin besteht, eine Kultur zu schaffen, die sich von anderen Unternehmen unterscheidet, und ihre Teams zu fördern, um kreativ zu sein, um eine unverwechselbare Kultur zu entwickeln (Stimpson und Farquharson 2014). Natürlich können wir sehen, dass Googles Kultur anders ist als andere. Was macht dieses Unternehmen einzigartig und unterscheidet sich von anderen, sowie die dominanten Kulturen und Subkulturen, die in diesem Unternehmen existieren? Wie wirken sich Führungsverhalten auf die Organisationskultur aus? Durch die Arbeit einer Fallstudie eines Harvard Business Review zur Analyse seiner Organisationskultur, nachdem es mit der Zappos-Kultur verglichen wurde, wird dieses Papier die Ähnlichkeiten und Unterschiede bei der Verwaltung von Organisationskulturen zwischen ihnen klären und prüfen, ob die Lösungen für die Probleme auf andere Geschäftsmodelle und für die Führungspersönlichkeiten von morgen angewendet werden können oder nicht?

SCHLUSSFOLGERUNG

Wer einen neuen Job, seine Rollen und Verantwortlichkeiten am Arbeitsplatz und seine Organisationskultur in Betracht zieht, steht ganz oben auf der Liste der Mitarbeiter (Schmidt und Rosenberg

2014). Die Ergebnisse von Project Oxygen untersuchen die Leistung der besten technischen Manager von Google, das wichtigste Element, das gefunden wurde, war " diese Verbindung" zwischen Manager und Mitarbeiter herzustellen. Die Verbindung zwischen ihnen ist entscheidend, aber es ist nur ein Teil der Studie. In diesem Artikel wird zunächst anerkannt, dass Mitarbeiter, die ihr Bestes geben und ihr Verhalten an den organisatorischen Zielen ausrichten, häufig das Wort "Verbindung" verwenden, um zu beschreiben, warum sie so hingebungsvoll sind; Kultur und Subkultur würden eine entscheidende Rolle bei der Unternehmensleistung spielen, für ein reibungsloses Funktionieren.

In der Fallstudie ist es offensichtlich, dass das Gefühl der Verbindung zwischen Management, Mitarbeitern und Kunden einen Wettbewerbsvorteil bietet. Wann immer wir uns einer neuen Organisation nähern, gibt es keinen Zweifel daran, dass wir versuchen werden, mehr über die Kultur dieses Ortes, die Art des Denkens, arbeitens und Verhaltens zu erfahren. Und es ist wahrscheinlich, dass die vielfältigere Kultur eines Ortes ist; die für Außenstehende schwieriger wird, die Kultur dieses Ortes einzuschätzen. Die Leistungen von Google und Zappos haben bewiesen, dass sie klären, wie sie sich bewerben, um eine Organisationskultur erfolgreich zu bewerten. Sie schaffen eine gute Verbindung zwischen ihren Aktionären, Partnern, Followern, Kunden und Newcomern. Also, was ist die fantastische Verbindung? Kapitel eins in (Stallard 2009) ist die Verbindung, die eine Hunde-Ess-Hunde-Umgebung in ein Schlittenhundeteam verwandelt, das an einem Strang zieht. Es wird impliziert, dass Führungskräfte ermutigen sollten, so oft wie möglich offene Veranstaltungen für Mitarbeiter zu organisieren, um ihnen die Möglichkeit zu geben, miteinander zu interagieren und die Kultur des anderen kennenzulernen. Darüber hinaus darf ein Führungskraft keine Barriere zwischen ihm und den Mitarbeitern schaffen. Stattdessen sollte ein Führer der Öffner und harmonischer in seiner Beziehung sein, so dass untergeordnete fühlen können, wenn sie ihre Meinung kommentieren oder teilen möchten. Wir stimmen diesem Punkt voll und ganz zu, weil es sich nicht wagen, wenn ein Führer nicht zuerst den Ton angibt, keine Mitarbeiter es wagen, ihre Probleme zu äußern. Es wird es schwierig machen, dass eine neue Organisationskultur gemeinsame wird und kulturelle Grenzen schwer zu lösen sein werden. Alles in allem ist ein Führungskraft ein Schlüsselement bei der Förderung der Organisationskultur oder Der Verbindungskultur. Die Kernfaktoren einer Verbindungskultur, die zu diesen menschlichen Bedürfnissen passt, sind Vision, Wert und Stimme.

Dieses Papier, das sich auch für diesen Punkt interessiert, ist etwas, das als "kulturelle Intelligenz" bezeichnet wird. In dieser modernen Welt, mit der Entwicklung von Wissenschaft und Technologie, multinationalen Unternehmen, multikulturellen Einheiten, jeder Mensch erlebt mehr als eine Kultur im Laufe seines Lebens, ist es wichtig, dass jeder von uns ausgebildet wird, um ein Kulturexperte in gewissem Maße zu werden. Die häufigste Gruppe unterschiedlicher Kultur ist am Arbeitsplatz, wir müssen mit verschiedenen Menschen aus verschiedenen Kulturen kommunizieren, verschiedene Denkweisen, Verhalten, Arbeit sowie Gefühl, Die Menschen sollten klüger sein, um zu erkennen, dass verschiedene Kulturen und gehen gut mit ihnen, um kulturelle Schock zu vermeiden. Google und Zappos sind die Orte der Verbindungskultur. Multinationale Menschen kommen und arbeiten zusammen, daher ist Kulturintelligenz eine notwendige Qualität für einen erfolgreicherer zukünftigen Führer. Er oder sie lernt es nicht nur für sich selbst, sondern auch für seine Anhänger. Es liegt in seiner Verantwortung zu coachen und zu wählen, welche Kultur für seine Organisation am besten geeignet ist. Dies ist wirklich nützlich und bemerkenswert für andere Unternehmen, die Führer von morgen und wir alle, um uns zu helfen, in dieser Welt harmonisch zu überleben.

Nach dem, was wir bisher wissen, hat jede Gruppe oder Gemeinschaft ihre eigene Gruppenkultur. Schein sagte: "Kultur ist Eigentum einer Gruppe. Immer wenn eine Gruppe genug gemeinsame Erfahrungen hat, beginnt sich eine Kultur zu bilden. Man findet Kulturen auf der Ebene kleiner Teams, Familien und Arbeitsgruppen" (Schein 2009). Darüber hinaus wird die Kultur manchmal als ähnlich angesehen, aber es gibt immer eine besondere Unterscheidungskraft, die die Kultur dieser Gruppe von anderen unterscheidet und man glaubt, im Laufe ihres Lebens zu mehr als einer Art von Kulturen zu gehören. Wir könnten daher unter mehreren Positionen arbeiten, sowie einige andere Arten von Gesellschaften, wie Klasse, Profi-Club, etc. Wir sind Mitglied mehrerer Subkulturen und genießen die Kultur unseres Landes.

Im Hinblick auf die persönlichen und Arbeitserfahrungen und die Forschung, die wir gelesen haben, haben wir acht wichtige Punkte entdeckt, die Google reflektiert:

1. Ein gutes Unternehmen ist ein Unternehmen, das von einer unverwechselbaren Kultur und Subkultur geführt wird.
2. Organisationskultur ist ein Schlüsselfaktor für den Erfolg und die Ewigkeit jedes Unternehmens. Warum ist Kulturmanagement ein wichtiges Thema für ein Unternehmen? Unternehmen, vor allem große, ziehen heutzutage viele Arbeitskräfte aus verschiedenen Bereichen mit einer Vielzahl von Bildung, Spezialität, Bewusstsein, soziale Beziehung, etc., die ein diversifiziertes und kompliziertes Umfeld schaffen, zusammen mit scharfen Wettbewerb der Marktwirtschaft und Globalisierung Trends, müssen sie erforschen und finden vernünftige Veränderungen zu entwickeln und zu existieren. Was tun Unternehmen, um lebensfähig zu sein? Wir denken, dass jedes Unternehmen seine eigene Kultur aufbaut und aufrechterhält, damit seine Mitarbeiter ihre Aufgaben gut erfüllen und sich auf die Entwicklung des Unternehmens konzentrieren.
3. Ein guter Führungskraft muss eine Unternehmenskultur schaffen, die Mitarbeiter mit gemeinsamem Wert steigert.
4. Ein guter Manager ist ein guter Trainer.
5. Die "Connection"-Kultur variiert enorm in den Organisationen, die auf lokaler Kultur und Führung basieren.
6. Kultur ist nicht fixiert, es ist auf die Situation, Umwelt, historische Umstände, Beziehungen etc., die Kultur wird allmählich angepasst werden.
7. Je besser die Kultur ist, desto kreativer, innovativer und wettbewerbsfähiger ist die Entwicklung eines gemeinsamen Unternehmens und die Beruflicheentwicklung der Mitarbeiter.
8. Das komfortable Arbeitsumfeld fördert und gibt den Menschen die Möglichkeit, miteinander zu interagieren und die Kultur des anderen kennenzulernen.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Numa grande sociedade, cada empresa é considerada uma sociedade em miniatura (Mawere 2011). À semelhança das grandes sociedades com grandes culturas, as pequenas sociedades também precisam de construir as suas próprias culturas. Uma cultura é influenciada por muitos fatores e determina se é uma grande cultura. A cultura corporativa requer tanto a atenção à eficiência da produção e dos negócios como à relação entre as pessoas da organização de perto (Bhagat et al. 2012). Independentemente de ser uma organização grande ou pequena, deve encontrar questões de cooperação entre indivíduos e grupos. Há muitos fatores que conduzem ao sucesso da reengenharia do processo de negócio no ensino superior (BPR),

os quatro principais elementos são a cultura, os processos, a estrutura e a tecnologia. A cultura está listada como número um (Ahmad et al. 2007). Assim, a cultura torna-se o fator mais importante para o sucesso do desenvolvimento de um negócio. A cultura organizacional é o conjunto de crenças partilhadas (Steiber e Alänge 2016), valores e normas que influenciam a forma como os membros pensam, sentem e se comportam. A cultura é criada através de valores terminais e instrumentais, heróis, ritos e rituais, e redes de comunicação (Barman n.d.). Os principais métodos de manutenção da cultura organizacional são através do processo de socialização através do qual um indivíduo aprende os valores, comportamentos esperados e conhecimento social necessário para assumir os seus papéis na organização. Além disso, (Gupta e Govindarajan 2000) e Fig. 1 in (Ismail Al-Alawi et al. 2007) ilustram que a cultura foi estabelecida por seis fatores principais, tais como sistemas de informação, pessoas, processo, liderança, sistema gratificante e estrutura de organização. Portanto, há uma grande variedade de culturas combinadas e sofisticadas no local de trabalho, especialmente em grandes empresas como Google, Facebook, Proctor & Gamble, etc. Cada organização tende a ter um objetivo comum, que é criar uma cultura diferente das outras empresas e promover as suas equipas para serem criativas no desenvolvimento de uma cultura distinta (Stimpson e Farquharson 2014). Claramente, podemos ver que a cultura do Google é diferente das outras. O que torna esta empresa única e diferente das outras, bem como as culturas e subculturas dominantes existentes nesta empresa? Como é que os comportamentos de liderança têm impacto na cultura organizacional? Ao operar um estudo de caso de uma Harvard Business Review para analisar a sua cultura organizacional, posteriormente, tendo-a comparado com a cultura de Zappos, este artigo irá clarificar as semelhanças e diferenças na gestão das culturas organizacionais entre eles e considerar se as soluções para os problemas podem ser aplicadas a outros modelos de negócio, e para amanhã líderes ou não?

CONCLUSÃO

Aqueles que considerarem um novo emprego, os seus papéis e responsabilidades no local onde trabalham e a sua cultura organizacional estarão no topo da lista de consideração dos colaboradores (Schmidt e Rosenberg 2014). Os resultados do Project Oxygen exploram o desempenho dos melhores gestores técnicos da Google, o elemento mais instrumental encontrado foi "fazer essa ligação" entre o gestor e o colaborador. A ligação entre eles é vital, mas é apenas uma parte do estudo. Este artigo reconhece primeiro que os colaboradores que dão o seu melhor e alinham os seus comportamentos com objetivos organizacionais, usam frequentemente a palavra "conexão" para descrever por que são tão dedicados; a cultura e a subcultura desempenhariam um papel crucial na realização dos negócios, para uma operação suave.

No estudo de caso, é óbvio que o sentimento de ligação entre a gestão, os colaboradores e os clientes acomodam uma vantagem competitiva. Sempre que nos aproximamos de uma nova organização, não há dúvida de que tentaremos saber mais sobre a cultura daquele lugar, a forma de pensar, trabalhar, bem como o comportamento. E é provável que a cultura mais diversificada de um lugar é; mais difícil para os forasteiros avaliar a cultura daquele lugar torna-se. As realizações do Google e zappos provaram que clarificam as formas de se aplicarem para avaliar uma cultura organizacional com sucesso. Criam uma boa ligação entre os seus acionistas, parceiros, seguidores, clientes e recém-chegados. Então, qual é a ligação fantástica? Capítulo um em (Stallard 2009), a conexão é o que transforma um ambiente cão-come-cão em uma equipe de cães de trenó que se une. Está implícito que os líderes devem incentivar a organização de eventos abertos para os colaboradores sempre que possível, para lhes dar oportunidades de interagir, bem como conhecer a cultura uns dos outros. Além disso, um líder não deve criar uma barreira entre ele e os seus empregados. Em vez disso, um líder deve ser o abre-latas e mais harmonioso na sua relação para que o subordinado se sinta à vontade quando gostaria de comentar ou partilhar as suas opiniões. Concordamos totalmente com este ponto devido ao facto de que, se um líder não der o tom em primeiro lugar, nenhum funcionário se atreve a expressar os seus problemas. Será difícil resolver uma nova cultura organizacional e será difícil de resolver as fronteiras culturais. Em suma, um líder é uma característica fundamental na promoção da cultura organizacional ou da cultura de conexão. Os fatores fundamentais de uma cultura de conexão que se adequa a estas necessidades humanas são a visão, o valor e a voz.

Este artigo também se interessa pelo ponto é algo chamado "inteligência cultural". Neste mundo moderno, com o desenvolvimento da ciência e da tecnologia, das empresas multinacionais, da unidade multicultural, cada pessoa experimenta mais do que uma cultura ao longo da sua vida, é vital que cada um de nós seja treinado para se tornar um especialista em cultura em certa medida. O conjunto mais comum de culturas diversas está no local de trabalho, temos de comunicar com pessoas diferentes de diferentes culturas, diversas formas de pensar, comportar-se, trabalhar e sentir, as pessoas devem ser mais sábias a perceber que as diferentes culturas e lidar bem com elas para evitar choques culturais. Google e Zappos são os locais de cultura de conexão. As multinacionais vêm trabalhar em conjunto, por isso a inteligência cultural é uma qualidade necessária para um futuro líder mais bem sucedido. Ele ou ela não só aprendem para si mesmos, mas também para os seus seguidores. É da sua responsabilidade treinar e escolher qual a cultura mais adequada para a sua organização. Isto é realmente útil e notável para outras empresas, amanhã líderes, e todos nós numa tentativa de nos ajudar a sobreviver a sermos harmoniosos neste mundo.

Pelo que sabemos até agora, cada grupo ou comunidade tem a sua própria cultura de grupo. Schein disse que "A cultura é propriedade de um grupo. Sempre que um grupo tem experiência comum suficiente, uma cultura começa a formar-se. Encontra-se culturas ao nível de pequenas equipas, famílias e grupos de trabalho" (Schein 2009). Além disso, a cultura é talvez por vezes considerada semelhante, mas há sempre uma discrepância particular e distinta que diferencia a cultura deste grupo dos outros e acredita-se que pertence a mais de um tipo de culturas ao longo da sua vida. Poderíamos, portanto, estar a trabalhar em várias posições, bem como noutros tipos de sociedades, como a classe, o clube profissional, etc. Somos membros de várias subculturas e apreciamos a cultura do nosso país.

Refletindo sobre as experiências pessoais e de trabalho e sobre a pesquisa que lemos, descobrimos oito pontos importantes que o Google reflete:

1. Uma boa empresa é uma empresa gerida por uma cultura e subcultura distintas.
2. A cultura organizacional é um fator chave para o sucesso e o eterno sucesso de todas as empresas. Porque é que a gestão da cultura é uma questão vital para um negócio? As empresas, especialmente as grandes, hoje em dia atraem muitos trabalhos de várias áreas com uma variedade de educação, especialidade, consciência, relação social, etc., que criam um ambiente diversificado e complicado, juntamente com a concorrência apurada da economia de mercado e das tendências de globalização, devem pesquisar e descobrir mudanças razoáveis para desenvolver e existir. O que fazem as empresas para serem viáveis? Pensamos que cada empresa constrói e mantém a sua própria cultura diferente para que os seus colaboradores desempenhem bem as suas funções e se concentrem no desenvolvimento da empresa.
3. Um bom líder deve criar uma cultura corporativa que impulse os colaboradores com valor partilhado.
4. Um bom treinador é um bom treinador.
5. A cultura de "conexão" varia enormemente entre organizações baseadas na cultura e liderança locais.
6. A cultura não é fixa, é até a situação, o ambiente, as circunstâncias históricas, as relações, etc., a cultura será gradualmente adaptada.
7. Quanto melhor é a cultura, o ambiente de trabalho muito mais criativo, inovador e competitivo para o desenvolvimento de uma empresa comum e para o desenvolvimento da carreira dos colaboradores.
8. O ambiente de trabalho confortável encoraja e dá às pessoas oportunidades de interagir, bem como conhecer a cultura uns dos outros.