



 **DIFFERÄNCE**  
INTERCULTURAL CONSULTANTS



# CONFIDENCIAL

MARIANA DE OLIVEIRA BARROS

## Educação:

2006: Mestrado em Relações Internacionais - UNESP

2003: Graduação em Relações Internacionais - PUC/SP

## Experiência Profissional:

2007 em diante: Managing partner DIFFERÄNCE Intecultural Consultants

1999 em diante: Consultora Intercultural

## Professora Convidada:

2009 em diante UNESP - programa de pós-graduação em Negociações Internacionais

2008 em diante: OneMBA - FGV

## Experiência Internacional:

2009: Guiné Equatorial

2001: Estados Unidos

1997/1998: França

## Participação em Organizações Internacionais:

2013: VP SIETAR BRASIL

2008: membro fundador SIETAR BRASIL

2008-2011: embaixadora InterNations São Paulo





# Self awareness: O "jeitinho brasileiro"



CULTURE HIDES MUCH MORE THAN  
IT REVEALS, AND STRANGELY ENOUGH  
WHAT IT HIDES, IT HIDES MOST  
EFFECTIVELY FROM ITS OWN PARTICIPANTS...  
THE REAL JOB IS NOT TO UNDERSTAND  
FOREIGN CULTURE BUT TO UNDERSTAND  
OUR OWN.

EDWARD T. HALL  
BEYOND CULTURE, 1973



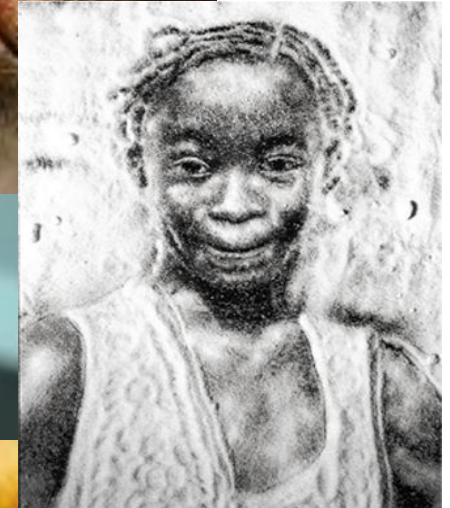
## THE “JEITINHO BRASILEIRO”

# THE “JEITINHO BRASILEIRO”

- Influence of people that believed in the spiritual dimension of life
- Do not identify with institutions: trouble in understanding rules
- Brazilians get hurt very easy
- Relational society: Brazilians respond to friendship, not results
- Artists: have to understand their importance in the process
- There's room for sensibility in the business world

# The “JEITINHO BRASILEIRO”

- Diversity
- Tolerance
- Everything is personal: private / public
- Paternalist relationship: the boss is the father
- Little accountability
- Creativity!



# THE “JEITINHO BRASILEIRO”

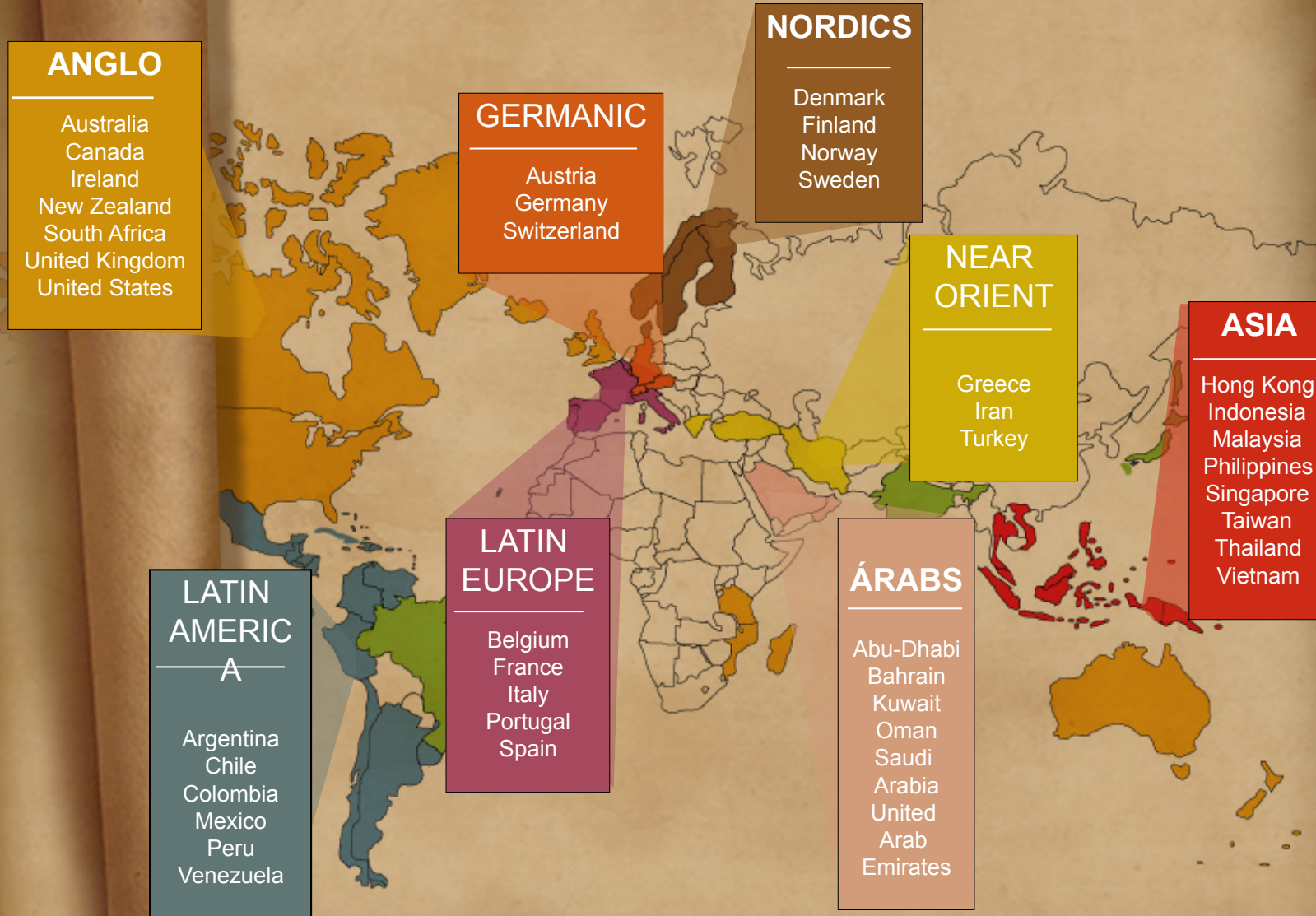
- Natural Resources
- Work to live
- God is Brazilian
- Brazilians like to please
- Empathy!
- *Joie de vivre*





# EXOTIC, DIVERSE, **DIFFERENT,**

# CULTURAL CLUSTERS



Source: Groupings taken from Simcha Ronen and Oded Shenkar, "Clustering Countries on Attitudinal Dimensions: A Review and Synthesis", Academy of Management Review, vol. 10, n° 3, 1985, p. 449

# CULTURAL CLUSTERS



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“According to the research by GMAC, the five countries with the highest flow of expatriation are the United States, China, the United Kingdom, Singapore and Germany. Brazil does not appear among the 21 countries that make up the list. However, when it comes to the main emerging destinations, we find, in order of importance, China, India, Russia, Poland and Brazil, in 12th place. The most shocking data is that when asked about the destinations which represent the biggest challenge and most difficulties, expatriation operation managers point out China, India, Russia, the United States and Brazil, respectively, while expatriates point out China, India, Russia and Brazil. Considering that China, India, Russia and the United States are among the countries with the greatest flow of expatriates, it is expected that they would also appear on the list of greatest challenges. But what is Brazil doing in 5th and 4th place on these lists? ”

(<http://www.difference.com.br/newsletter6.htm#english>)

2008 Global Relocation Trends Survey report by GMAC Global Relocation Services)

# THE “JEITINHO BRASILEIRO”

## PARAÍSO BUROCRÁTICO

	Birht Certificate	ID	Voter ID	Drivers License	Working Booklet	Reservist ID	Tax ID	Social Security	Total
Brazil	✓	✓	✓	✓	✓	✓	✓	✗	7
Spain	✓	✓	✗	✓	✗	✓	✓	✓	6
France	✓	✓	✓	✓	✗	✓	✗	✓	6
Germany	✓	✓	✗	✓	✗	✓	✗	✓	5
Argentina	✓	✓ <sup>(1)</sup>	✗	✓	✗	✗	✓	✗	4
Holand	✓	✓	✗	✓	✗	✗	✗	✓	4
Lebanon	✓	✓	✗	✓	✗	✓	✗	✗	4
Japan	✗ <sup>(2)</sup>	✗	✗	✓	✓	✗	✗	✓	3
USA	✓	✗	✗	✓	✗	✗	✗	✓	3
England	✓	✗	✗	✓	✗	✗	✗	✓	3

(1) Two different types of Ids: the first and more important one, has the voting and army certification numbers. The second one is only a registry at the Federal Police.

(2) Birth and death are registered on the government registry, but the citizen has no copy of those documents.

Revista Veja, 2000.

# Miscigenation, diversity, flexibility







*“It is only in the  
United States that  
white is white, black is  
black and the morena  
isn’t special”*


*Caetano Veloso*

# Brasil

## Nem preto, nem branco: Moreno

136 nomes para  
cores de pele

Nem sim, nem não  
Nem certo, nem errado...

CASA DO SABER 		
Pesquisa nacional por amostra de domicílios (PNAD). IBGE. 1976		
1. Acastanhada	46. Clara	91. Morena-jambo
2. Agalugada	47. Clarinha	92. Morenada
3. Alva	48. Cobre	93. Morena-escura
4. Alva-escura	49. Corada	94. Morena-Morena-fechada
5. Alvarenta	50. Cor-de-café	95. Morenã
6. Alvarinte	51. Cor-de-canela	96. Morena-parda
7. Alva-rosada	52. Cor-de-cuia	97. Morena-roxa
8. Alvinha	53. Cor-de-leite	100. Moreninha
9. Amarela	54. Cor-de-ouro	101. Mulata
10. Amarelada	55. Cor-de-rosa	102. Mulatinha
11. Amarela-queimada	56. Cor-firma	103. Negra
12. Amarelosa	57. Crioula	104. Negrota
13. Amorenada	58. Encerada	105. Pálida
14. Avermelhada	59. Enxofrada	106. Paraíba
15. Azul	60. Esbranquecimento	107. Parda
16. Azul-marinho	61. Escura	108. Parda-clara
17. Bahiano	62. Escurinha	109. Parda-morena
18. Bem-branca	63. Fogoio	110. Parda-preta
19. Bem-clara	64. Galega	111. Polaca
20. Bem morena	65. Galegada	112. Pouco-clara
21. Branca	66. Jambo	113. Pouco-morena
22. Branca-avermelhada	67. Laranjá	114. Pouco-clara
23. Branca-melada	68. Lilás	115. Pretinha
24. Branca-morena	69. Loira	116. Puxa-para-branca
25. Branca-pálida	70. Loira-clara	117. Quase-negra
26. Branca-queimada	71. Loura	118. Queimada
27. Branca-sardenta	72. Lourinha	119. Queimada-de-praia
28. Branca-suja	73. Malaia	120. Queimada-de-sol
29. Branquiça	74. Marinheira	121. Regular
30. Branquinha	75. Marrom	122. Retinta
31. Bronze	76. Meio-amarela	123. Rosa
32. Bronzeada	77. Meio-branca	124. Rosada
33. Bugrezinha-escura	78. Meio-morena	125. Rosa-queimada
34. Burro-quando-foge	79. Meio-preta	126. Rôxa
35. Cabocla	80. Melada	127. Ruiva
36. Cabo-verde	81. Mestiça	128. Russo
37. Café	82. Miscigenação	129. Sapecada
38. Café-com-leite	83. Mista	130. Sarará
39. Canela	84. Morena	131. Saraúba
40. Canelada	85. Morena-bem-chegada	132. Tostada
41. Cardão	86. Morena-bronzeada	133. Trigo
42. Castanha	87. Morena-canelada	133. Trigueira
43. Castanha-clara	88. Morena-castanha	134. Turva
44. Castanha-escura	89. Morena-clara	135. Verde
45. Chocolate	90. Morena-cor-de-canela	136. Vermelha





Adriana Varejão, 2014

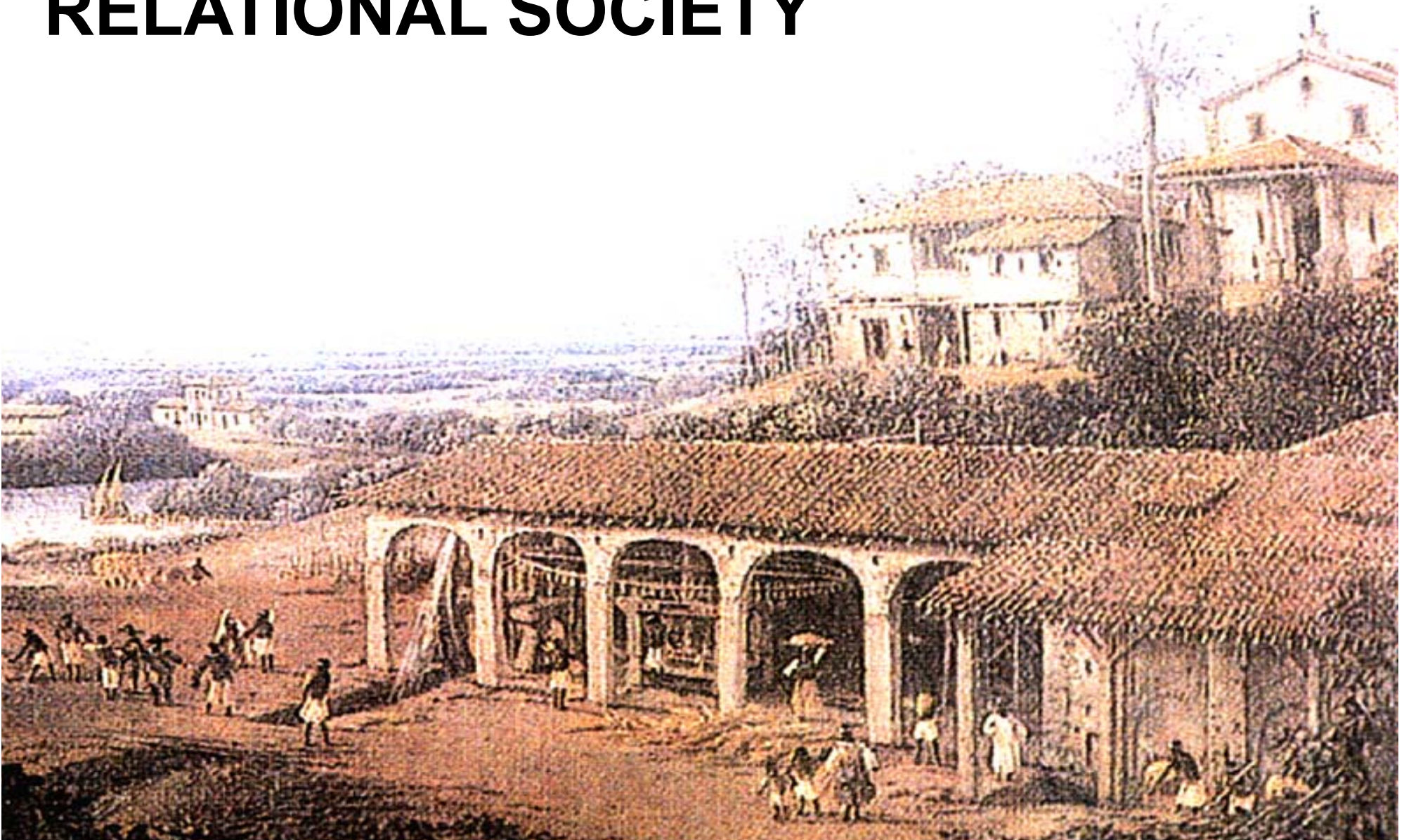




# **PESONALISM, INFORMALITY, INTIMACY, CORDIALISM**



# RELATIONAL SOCIETY



Source: Casa Grande e Senzala





## THE CORDIAL MAN: Problems with criticism and direct communication

“...COR: the latin world for HEART, and indicates a complicated mixture between private and public spheres of action...everything in Brazil is encompassed within the circle of intimacy.” (Buarque de Holanda apud Schwarcz, 2003:6)

‘BOYS MADE OF SUGAR’ TO REPRESENT THE SWEETNESS OF BRAZILIAN PEOPLE  
(Vik Muniz, 1996)





*“...work eventually came to be seen as exclusively for slaves.” (Schwarcz, 2003:7)*

BRAZILIANS: more turned to the  
FORM, STATUS,  
OSTENTATION, LUXURY



PROTESTANTS: HANDS ON,  
PRACTICE, TECNIC,  
OBJECTIVES, RESULTS

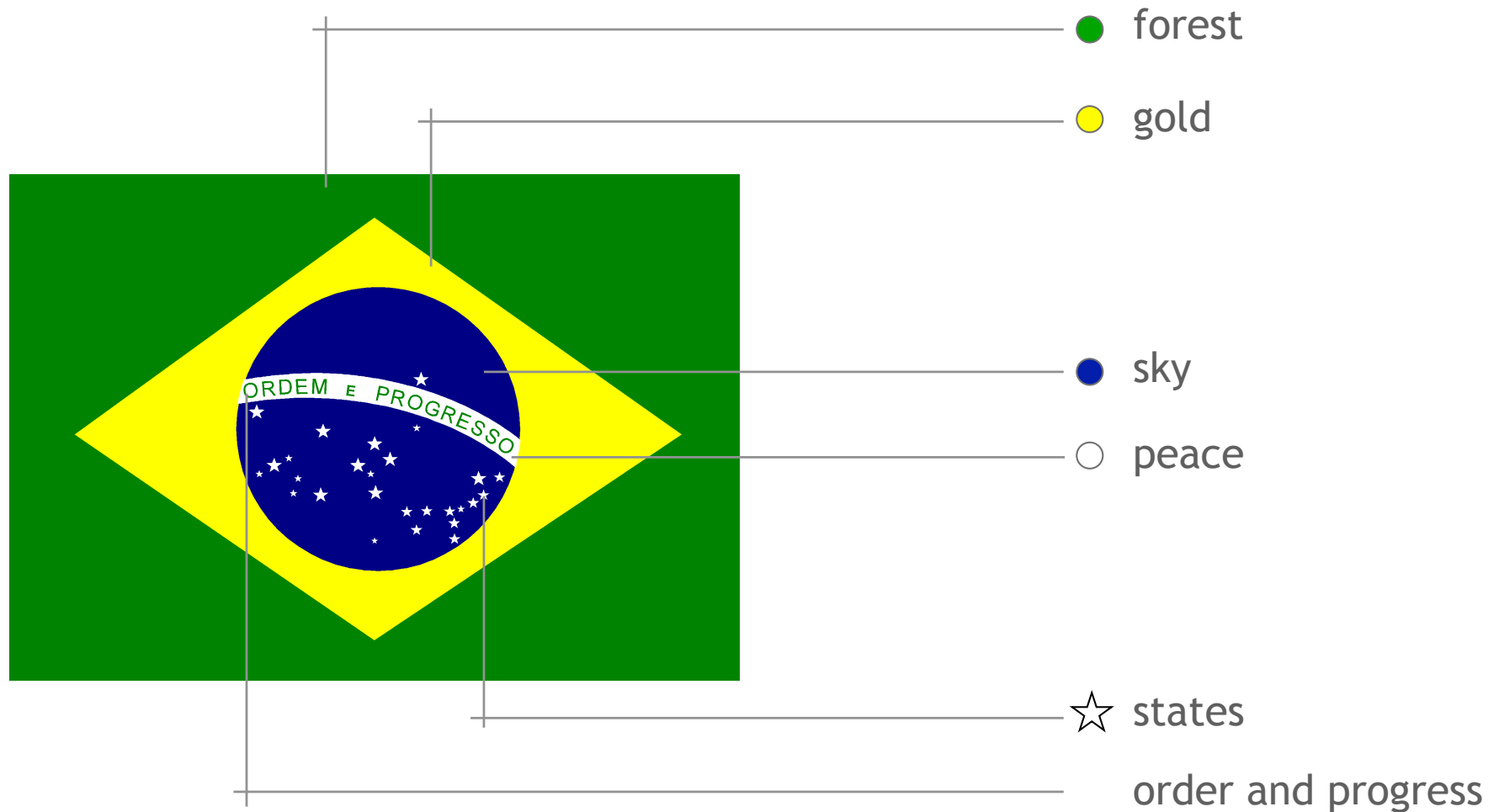






# PEOPLE BEYOND AUTHORITY

# People beyond authority: not a citizenship project



## ***JEITINHO BRASILEIRO: the Brazilian way***

*“Behaviour that means always doing things on the side, far from the official measures, and always using intimacy as a way to success” (Schwarcz 2003:6)*

OR

## ***THE BRAZILIAN WAY:***

*“ability to find creative ways around seemingly insurmountable problems”*



# A PEOPLE OF FAITH

# Tiradentes



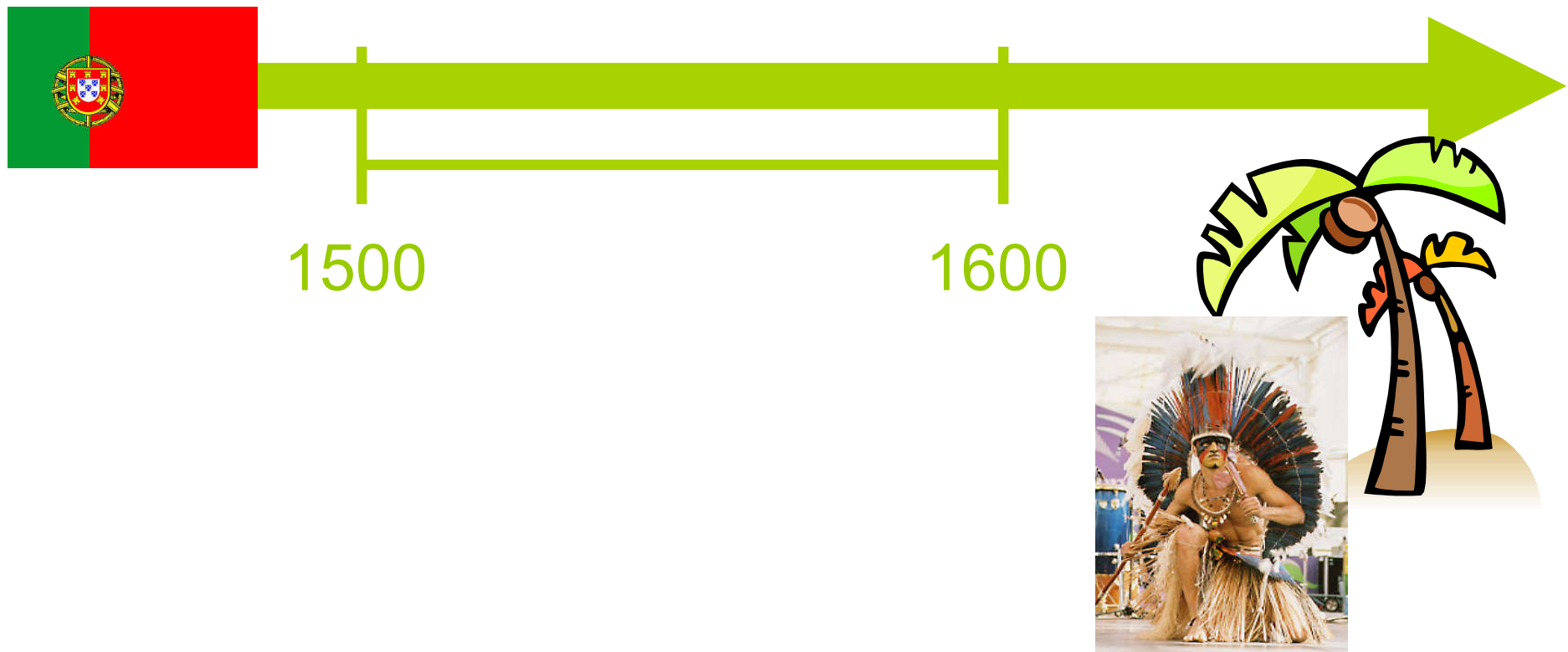




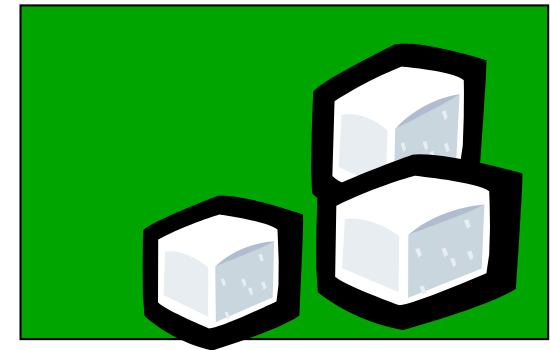


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## PAU BRASIL



## SUGAR CANE





GOLD

INDEPENDENCE

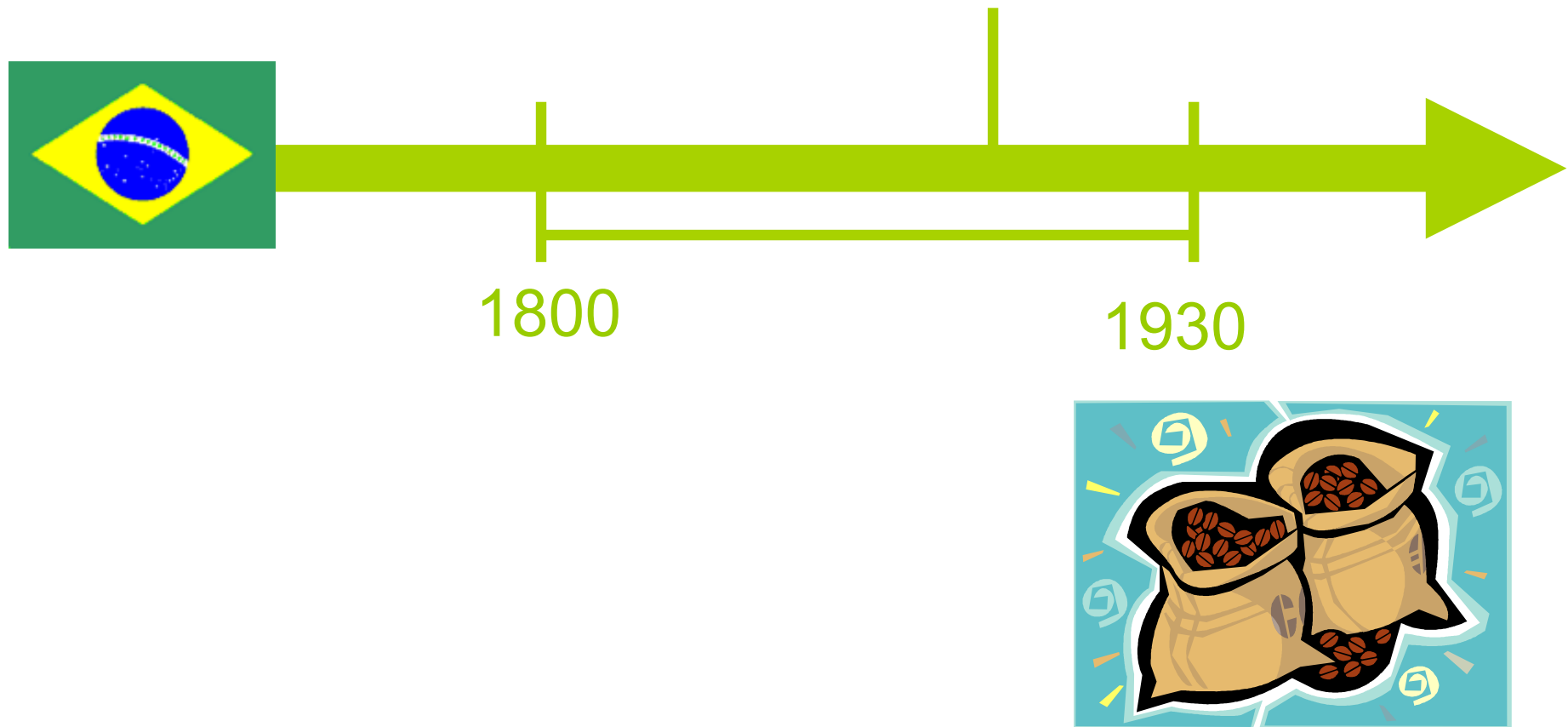


1700

1822



# COFFEE



# The economy of heat

Apr 12th 2007

From The Economist print edition

## Nature has been almost too kind to Brazil

A PINE tree in a Finnish forest takes 50 years before it can be pulped and milled into paper. A eucalyptus tree in Espírito Santo, on Brazil's coast, is ready in seven. Growers in Petrolina, in Brazil's north-east, harvest grapes twice a year, twice as often as their competitors in France. Sadia, a meat producer, needs no electricity to heat its chicken houses, unlike its competitors in colder climates. Brazil has more than its fair share of the world's sun, soil and water, and in many of the products based on those ingredients, including soya, sugar and beef, it may become pre-eminent.



# CONFLICT AVOIDERS

# TOLERANT, PEACEFUL PEOPLE



**Last county in Latin America to become independent**





## **Dictatorships: A balance**

- Argentina: est.pop. 26 million – Deaths: 30,000
- Brazil: est.pop. 130 million – Deaths: 1,000

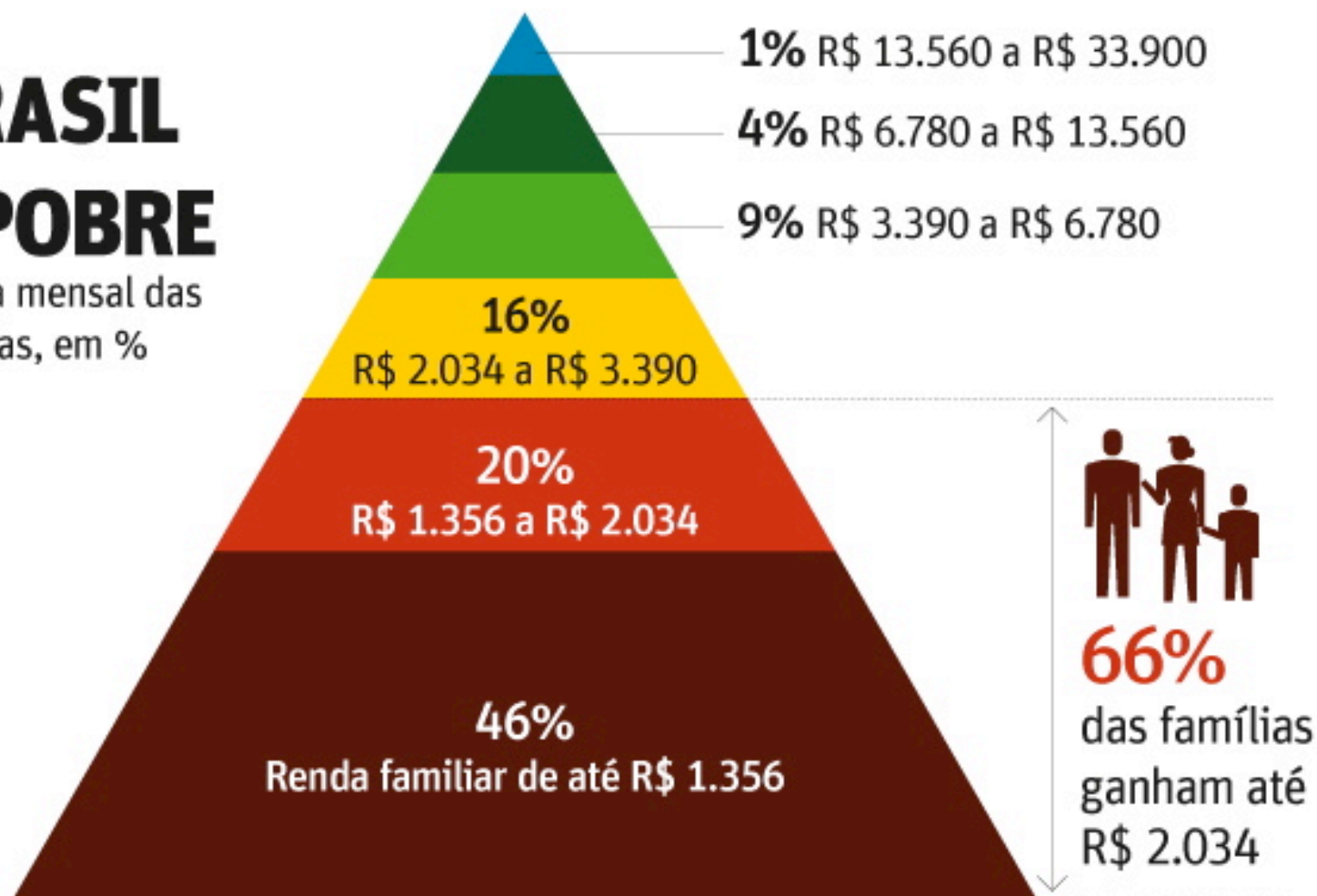
“...natural, what were in effect political and social differences.” (Schwarcz, 2003:12)





# BRASIL É POBRE

Renda mensal das  
famílias, em %



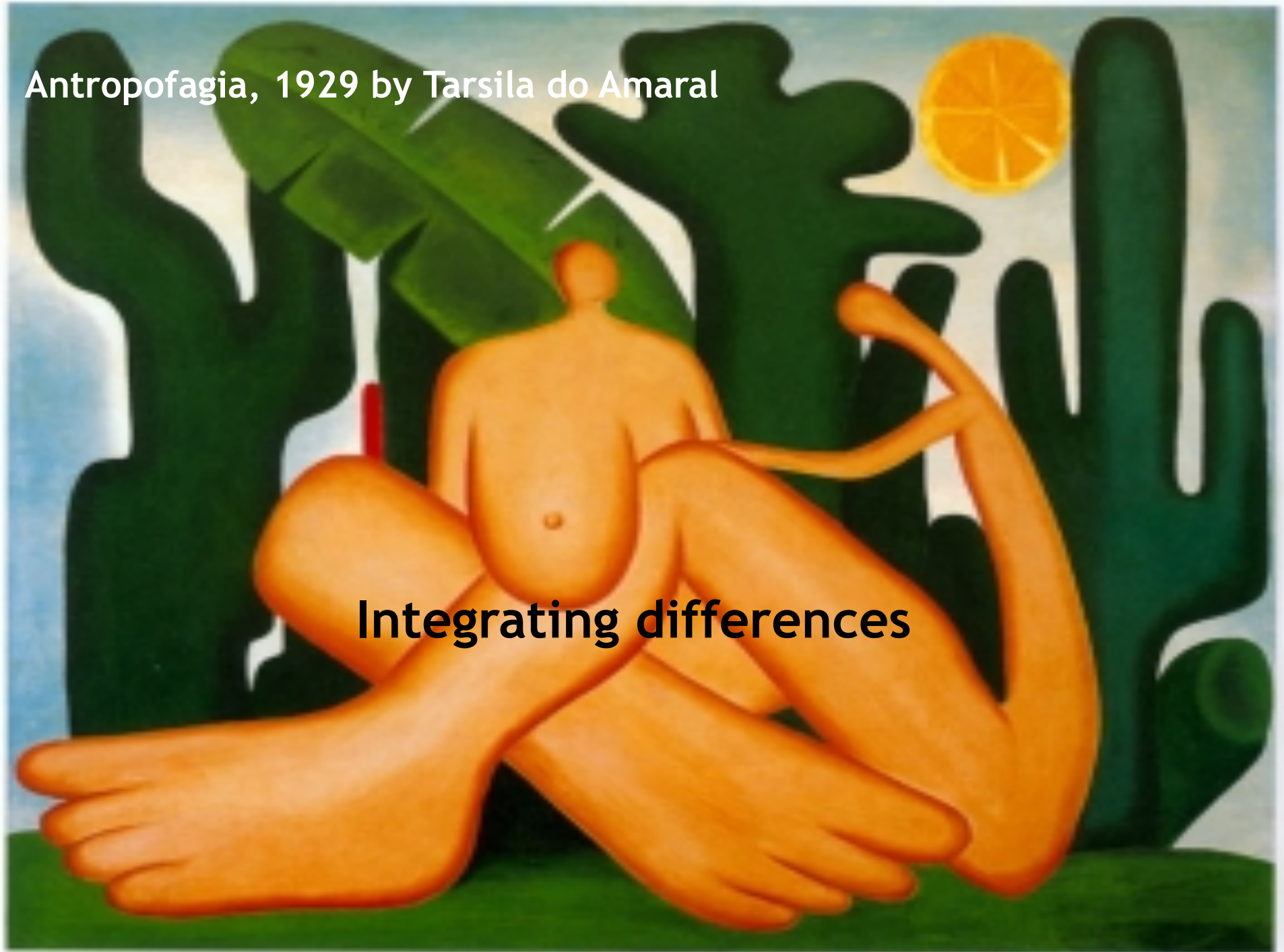
Fonte: Datafolha/nov.2013. Obs.: A soma não chega a 100% pois parte dos entrevistados se nega a declarar a renda



## Paradas Evangélica e Gay: SAME STREET, MONTH & AMOUNT OF PEOPLE.



Antropofagia, 1929 by Tarsila do Amaral



**Integrating differences**