

# **R E P O R T**

July 2002

## **US-German Relations Now**

The Impact of 9.11 on Business Thinking and Practice

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## A. Introduction

This report addresses two groups

- (1) Germans and other Europeans who deal with Americans
- (2) Americans who deal with Europeans

The objective is to increase awareness of current cultural perceptions and to stimulate discussion about their effect on business relations.

The survey examines the hypothesis that major changes are going on in political, economic and business relations, especially between the USA and Germany.

September 11, 2001 was one trigger event, there are many others, less spectacular, but nevertheless significant.

This report is about perceptions, opinions, and beliefs, not about hard facts. We have attempted to classify these perceptions, to suggest some trends, and to provide some pointers regarding business behaviour.

There are hundreds of millions of Americans and Europeans, each with their own point of view. It is convenient, even necessary to adopt a cultural perspective,... but one should be ever cautious of over-generalising. In our business experience, once one penetrates the "skin of culture" the differences between individuals are more consequential than many cultural factors.

We hope you find the do's and don'ts in this report useful, but perhaps its greatest benefit will be to provide an opportunity to surface and discuss issues with American (or German) business counterparts.

Paul Smith and Christian Hort - Munich, July 2002

Data Sources:

The report is based on data from four sources:

- (i) Survey results from 2080 OWAD subscribers (mostly German speaking professionals of all ages, from different industries and regions).

The survey (see Appendix 1) consisted of a list of 14 tick-questions and allowed free text comments. Over 1500 qualitative statements were received.

- (ii) Group discussions at workshops and management seminars.
- (iii) Telephone interviews with selected American business professionals.
- (iv) Literature, web forums etc. (see Appendix 2)

Acknowledgement: special thanks to Ron Beyma for conducting telephone interviews and for help with an earlier version of this report.

Where appropriate, original quotes (*in italics*) from the survey or the interviews have been included in the report.

## **B. Recent Developments and Events**

The Twin Towers Crash was the most visible event that shocked everybody and presaged alarming change: *"Nothing will be like it was before"* was a frequently heard comment.

Nevertheless, over the past two years there has been a whole catalogue of events that have shaped the Europeans' view of America. The following list documents an increasing uneasiness in public opinion about the US.

Presidential Election 2000: Europeans watched the tight and lengthy outcome of the election with shaking heads. Media coverage, and the behaviour of the opposing parties seemed difficult to reconcile with the spirit and values expressed by the US constitution.

Kyoto - Environmental Policy: The Bush government changed course in the ecology issue. The Kyoto protocol – which in principle had been agreed upon – was not endorsed by USA. Together with this antagonising step, several environment protection bills concerning Alaska and the Arctic sea were withdrawn.

Trade Wars: There has always been dispute about export/import issues between Europe and the US. However recent issues, e.g. on steel, became stiffer and sanctions like extra customs fee were imposed. Several agricultural disputes still remain unsettled. Concerning the licensing of AIDS drugs to African countries America took an uncompromising position in favour of its pharmaceutical industry, creating an outcry among international relief organizations.

Death Penalty: Under the Bush government the execution rate has increased. Despite world wide protest – accompanied by big noise in the popular press – non US-citizens (also Germans), a woman and a mentally handicapped person were executed.

World Trade Centre Attack: The whole world showed sympathy with the victims and the nation. A wave of pro-American sentiment swept Europe. People gathered in churches, lit window candles and flew the Stars and Stripes. Politicians and business leaders made theatrically strong statements about solidarity and never withering friendship.

Anti-Terror-War: Backed and (pro forma) supported by its allies US forces seized the Taliban and liberated Afghanistan. The public was widely consenting (even the German Green party accepted the measure). After several weeks into the *"crusade"* public criticism rose. Inhuman treatment of prisoners, mass weapons affecting civilians – more and more doubts about the appropriateness and justification of the military action. People in Europe become increasingly afraid of potential next strikes against Iraq.

NATO Budgets: US gets increasingly worried about their mounting military budgets while their NATO-partners keep cutting on military expenses. Many Americans find this unfair: *"We don't need allies who just give lip service."*

World Criminal Court: The Bush government will not accept the jurisdiction of this new founded institution for American citizens unless US soldiers are formally exempted from prosecution. This causes incomprehension world wide.

Fraud and Company Crashes: Several big US firms (ENRON, WORLDCOM,..) were convicted of illegal manipulation and deception of their shareholders and went bankrupt. Stock markets plunged and the slow starting economic recovery received a hard setback. Public discussion about morals in economy, trustworthiness and greed has started with finger pointing at the maximum-profit-mentality of Americans.

## C. Perception Trends Indicated by the Survey

### German Attitudes about the Americans

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#### 1.1 **"Americans are superficial."**

Perception Trend  
**DECREASING**

"Mehr Schein als Sein"  
„Grosse Klappe, nichts dahinter."  
"Everything is marketing."  
"If it looks good, it is good."  
"Only short term focus"

This perception has been omnipresent. Americans indeed seem to put more emphasis on "selling and packaging" than Germans. Marketing was invented in the US and carries absolutely no negative association for them (like propaganda in the former Soviet Union). By tradition, Americans are pragmatists. They do dig deep if necessary, but never for the sake of principle.

They sport a positive and optimistic view of life: it is socially incorrect to lament about problems and sorrows.

"Americans always feel great. No one is ever shitty. It's part of the Wild West where weakness wasn't allowed."

The often complained about "short term focus" has two aspects:

- (1) in business life time is money, and short-term reporting means closer control.
- (2) in private life, the American character does not like sublimation: they feel needs and they want them filled – NOW.

When pressure rises, everyone becomes more careful and sensitive. Therefore, the perception trend on this attitude seems to be decreasing.

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#### 1.2 **"Americans are open minded and friendly, but..."**

Perception Trend  
**SLIGHTLY  
DECREASING**

"Friendly, easy going folks"  
"You can still be yourself in the US"  
"Very hospitable to foreigners"

American social style has two sides: the sunny side, where everybody is

"nice and pretty",

and the downside where rigid conventions, taboos and embarrassments prevail. Europeans easily get fascinated with the ease of talk and the open-mindedness of Americans.

*"It seems easy to make friends."*

On any topic or proposition an American partner may typically say:

*"Oh, great.", "How interesting!"*

But the German suspects this does not mean much. Under the surface of colloquial conventions exercised in a spirit of optimism and happiness for all, one must learn to understand the true meaning, to read between the lines.

*"Germans know English but they admit to being confused by Yank meta-meaning."*

*"When Americans talk there is a tendency to exaggerate. Praise and superlatives are used liberally."*

*"You can't take for granted what you hear in America. You can't rely on the façade of the open attitude you find on the first meeting. If someone says drop by my house, he's normally very surprised if you do."*

When Americans solicit input from you, there is a suspicion that they don't necessarily mean it sincerely.

*"If an American asks you how your daughter is and you tell him what she is going through, behind your back he is likely to say: 'Why is he telling me that?'"*

The open attitude quickly reaches its limits, when negative issues are concerned.

*"Americans don't admit weaknesses. They are also reluctant to admit mistakes or problems on the job."*

Situations can get completely strange to Europeans when taboo areas are touched. Political correctness, sexual harassment, racist issues are seen to block any serious discussion.

*"For example when they are told not to close the office door when a female is in the office."*

Both, the artificial openness and the strict reservedness on critical themes are behaviour patterns with old tradition. They still may decrease over time, especially when outer factors demand a more realistic awareness and communication.

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1.3 **"Americans are missionaries"**

Perception Trend  
**STRONGLY  
INCREASING**

*"American Way of Life for the whole world!"*

*"They possess the absolute truth about good and evil."*

*"Amerika will die ganze Welt vergewohltätigen."*

This attitude is perceived as the most striking and unpleasant. In our survey more than 50% of the explicit recommendations dealt with this point.

*"Respect the culture of others."*

*"Stop to be missionaries!"*

*"Don't expect to find McDonalds everywhere!"*

As an outcome of puritan heritage, there is a strong feeling of superior morality in the US mindset, which touches all areas of life: politics, economy, technology, culture. This is hard to digest for many Europeans. A strong, self-opinionated American boss can turn into a nightmare for a German.

Unfortunately, at present the American will to make the world better is increasing. Cornered in politics and economy they are perceived to double their efforts to convince and persuade, to impose or force their remedies upon others.

*"In the name of mankind."*

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1.4 **"Americans are nationalists"**

Perception Trend  
**STRONGLY  
INCREASING**

*"I pledge allegiance to the United States of America ..."*

*"Who is not for us is against us."*

*"We are a proud nation, and we will win the war!"*

The perception is that in no Old World country (not even in Britain or France!) are there so many patriotic symbols and ceremonies in evidence as in the US.

*"If a German would dress himself, his car, his house as many do in America, he would probably be accused of neo-nazism."*

In this survey, more than 75% believed, that :

*"If the WTC attack had happened to two towers in Frankfurt, I can't imagine that there would have been the same degree of nationalistic sentiment expressed."*

Exaggerated national pride together with a conviction of moral superiority is seen to create a dangerous blend of imperialist elements. While politically more on an isolationist trip, US business sees itself as global, controlling and dominating world markets, running subordinate outposts.

*"The brain sits in America. The trained monkeys run around the territories."*

Europeans see this attitude increasing. In line with this "dominant" nationalist attitude is a hostility against criticism, especially from abroad.

*"The Americans misinterpret unrestricted solidarity with unquestioning support."  
Cf. survey question 8.*

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1.5 **"They are still Yankees  
from the Wild West"**

Perception Trend  
**INCREASING**

"We're gonna nuke the bastards."  
"Hang 'em high!"  
"This land is my land."

Europeans are sometimes shocked about the amount of brutality in American actions. Whether it be the death penalty, - a striking violation of human rights -, the overkill paradigm in combat, the wide use of firearms, or just the "normal" business behaviour of hire and fire – we often hear:

"They just cannot do this!"

Life was hard and unforgiving in the pioneer days. This has modelled tough laws, severe punishment, revenge and the inviolable right to bear arms.

"When pressure comes down hard, it magnifies people's true behaviour: more direct, more aggressive..."

"I couldn't believe the weapon collection he had in his basement"

Another Wild West legacy concerns manners and politeness. Americans are perceived as bad-mannered: legs on the table, talking and chewing, drinking red wine with ice cubes, walking in and out and around in meetings...

The list of clichés is long.

"Everybody in America has a cell phone, and they never turn them off.  
It doesn't matter, if it's a meeting or a movie theater."

Behind a façade of overly friendly conventions and small talk, Americans can talk and negotiate quite toughly, even rudely. Business talks tend to be direct and blunt – and are often perceived as impolite.

In an increasingly harder environment, it is feared that the "Wild West" behaviour will flourish in Americans. Answers from the survey indicate this trend.

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1.6 **"Americans are uneducated."**

Perception Trend  
**DECREASING**

"Is there really a world outside Texas?"  
"We'll go to the Richard Wagner festival in Beirut."  
"All Germans are Nazis and drink beer. I like them."



It is true, the American education system has a different focus to European countries. Up to High School the US system is more levelling, thereafter it becomes more specialised and demanding. In the recent Pisa Study which compares average 15 year olds, America ranked higher than Germany.

Pragmatic as they are, Americans don't receive education for its own sake.

*"They learn only what they need."*

And until now Americans didn't really need languages, history, geography (outside of USA), etc.. They did need and learn business studies, negotiating, marketing, engineering, sports ...

*"When American teenagers were asked to find Germany, 75% couldn't find it on a world map."*

America was a country of immigrants, readily absorbing different races, nations, cultures into one melting pot, where the different nationalities become not more than folklore elements (German=Lederhose). There is a perception that it is difficult for them to respect regional, cultural and political differences in other parts of the world (cf. survey question 5.).

Many Americans know about this lack of general education ("Bildung") and feel bad about it. It is a trait of some Germans to exhibit superiority (Also visible in the survey remarks, where we counted over hundred "recommendations" to learn a foreign language.)

It is to be expected that the educational level in the US will increase as the changing environment requires.

*"Since last fall, Americans are finally realizing there is a rest of the world".*

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1.7 **"Americans are effective entrepreneurs."** Perception Trend  
**STABLE**

*"Do it yourself."*

*"Just do it."*

*"I have a dream."*

Germans envy American decisiveness. Shooting first and aiming later is still better than not shooting at all.

*"Americans act and then plan afterwards."*

*"The most admirable and positive thing about American management is its decisiveness.*

*Americans say: 'I have an idea and I want to implement it.'"*

Many European researchers, scientists, engineers concede that America is driving technical and scientific progress in today's world. Two thirds of Nobel Prize winners are American. This is not only due to better funding in the US (from the

military as some would say) but to the innate pragmatism of American culture.

*"We Germans are seen as inflexible. Overall, master planning is regarded as too tight. Americans are inclined to say early: 'This isn't going to work. Let's do something else.'"*

Enthusiasm, commitment, vision are the motors of American enterprise. Pragmatism, improvisation skills and concern for costs (pioneer virtues) make it happen.

*"The need of a vision is linked to the stock option."*

The American dream: from dish-washer to millionaire became true many thousand times.

The vital American enterprise culture has shaped the modern world and will certainly be needed to cope with future challenges.

Old-worlders are sometimes cynical, frustrated or just weary of visions and enthusiasm.

There are downsides to entrepreneurship: arrogance of superiority, greed, ignorance of consequences. Many Europeans complain about these attitudes. (cf. survey comments).

It does not look like American entrepreneurial drive of is going to decrease soon.

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1.8 **"America is the place to be."**

Perception Trend  
**STRONGLY  
DECREASING**

*„Das Land der unbegrenzten Möglichkeiten"*

*„Der Onkel aus Amerika"*

*„Bonanza"*

*"I'd give anything for a Green Card"*

By tradition America was the preferred destination for emigrants. Away from poverty, overpopulation, and persecution into freedom, plenty and happiness. America was paradise. After the war, many Europeans were attracted by American lifestyle, the romance of

*"Chesterfield and chewing gum"*

America has become the driver of science and technology. In many professions (computers, aerospace, gene-technology) it is still highly desirable to acquire US experience. Many young people in Europe would like to go there, at least for some time.

However, this tendency seems to be in decline. European living standards have caught up with and exceeded the ones of USA. Life is perceived as less secure in US towns compared to Germany.

The survey (question 7.) showed that since last year there is a significant decrease in the willingness to live and work in America. It seems that September 11th and its aftermath has made the US a less attractive destination.

## American Attitudes about the Germans

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### 2.1 **"Germans are decadent."**

Perception Trend  
**STABLE**

*"Europe is worn out."*

*"Spoiled by history."*

*"They are so negative about everything."*

*" Too liberal, no morality"*

Many Americans see Europe as an outdated model. They admire its past but appear to feel contempt about its present.

*"They think that Europe today is an anachronism. Its technology may be occasionally valuable, but Europe's modern-day managerial thinking is irrelevant."*

Americans don't like scepticism. It's hard for them to accept if first reactions to propositions tend to be cautious, reserved or negative. They are trained to be open minded – at least on the surface.

The attitude is that Germans always tend to find the "*Haar in der Suppe*" (the French even more). Their whole life is subject to Faustian doubt, which can make them tedious partners.

*"Dealing with you people regularly gives me the blues."*

*"It must be their history that turned them into a guilt-laden, apathetic nation."*

The European social systems, the role of unions, the complicated political process, all this contributes to a notion of decadence and is perceived with suspicion. Instead of solving problems, European prefer to argue and complain about causes and culprits.

*"Their primary concern is in documenting why is the house on fire, instead of putting out the fire."*

Along with this apathy comes the inability to make decisions. They are perceived to avoid risk and to make the biggest mistake by constantly avoiding mistakes.

On the other hand, their liberal society is seen to lead into decline and immorality. They openly encourage public sexual behaviour. They protect criminals better than victims. And so on...

This perception was confirmed by recent events. Instead of committing themselves to the anti-terrorist war, Germans are seen to talk about why it all came about and to try to understand Moslem history and culture.

They are constantly lamenting about the environmental pollution, human rights, and issues of the third world.

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2.2 **"Germans are lazy"**

Perception Trend  
**STABLE**

*"always on vacation"*

*"they don't care"*

*"everything goes slow and is complicated"*

**Almost all interviewed Americans made this point: Germans don't like to work. They spend much less time in office and won't take work home with them.**

*"Germans spend 500h less work time per year than in the US."*

*"They are always on holiday or taking compensation time for the hours they exceed their 8 hours work day."*

*"After 4pm you cannot find anyone. This appears to be true from the factory worker to the upper management."*

**Americans believe that they have to push their German partners, who are never pro-active.**

*"They are very slow in providing responses."*

**Americans love to communicate, Germans avoid it.**

*"They (even) don't speak with their colleagues openly."*

**Germans seem to protect themselves by formalities and complicated procedures.**

*"Very counter-productive!"*

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2.3 **"Germans are pedantic"**

Perception Trend  
**STABLE**

*"Stubborn clerks"*

*"Over-punctual"*

*"Agonising"*

**German "Gründlichkeit" (thoroughness) is one of their national virtues. They apply it to everything – even if it is irrelevant for the result and just slows down the process.**

*"They even correct typos in e-mails."*

And they stubbornly defend their work style. Americans are goal driven, Germans are process driven. US pragmatists see as waste of time and energy what Germans are proud of.

*"Americans don't treat facts as precisely as Germans do. Germans are more conscientious about statistics, for example."*

No wonder, Americans sometimes get impatient. German punctuality is a pain in the neck for more laid-back Americans who'd rather stay three more hours in office than starting and ending meetings on time.

[Interesting enough, where there are rigid, complicated or Kafkaesque procedures in the US community (e.g. immigration), Americans generally accept it stoically.]

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2.4 **"Germans produce high quality"**

Perception Trend  
**SLIGHTLY  
DECREASING**

*"Made in Germany = quality and reliability"*

This is the positive view on German slowness and pedantry. Products made in Germany have a good reputation in the US. Despite their addicted laziness and

their missing job commitment Germans are good craftsmen and creative designers.

*"They tolerate less flaws in their products."*

*"Americans say: 'Good enough'. Germans say: 'Gut genug reicht nicht!'"*

Germans are process-driven and have developed the art of process planning to perfection.

Organisation skills (not management skills!) are high by tradition. American admire German clockwork-like precision in contrast to their laid-backness.

*"Agreements with Germans take longer but hold longer as well."*

While agreements among Americans tend to be temporary hardcopies of the current discussion.

Germans put more effort into making things functional, elegant and small; Americans strive for impressive look and size. Understatement is not only a British attitude: Germans as well are perceived to keep some qualities hidden. This makes them feel superior.

American consciousness about quality is steadily increasing and is today much greater than 20 years ago. There is a converging trend to catch up with European quality standards.

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2.5 **"Germans are arrogant"**

Perception Trend  
**INCREASING**

*"They treat us with contempt"*

*"Culture imperialists"*

*"Schulmeister"*

This is the German attitude Americans seem to suffer most from.

*"They don't take us seriously."*

The American psyche is very sensitive to disparagement. There is a permanent doubt about worthiness and self-esteem in cultural and educational issues.

Some Europeans know this weak point and exploit it. The more they feel themselves inferior to American power, wealth and vitality, the more they try to counterbalance by cultural snobbery and contempt.

*"For them we are just barbarians."*

Many Germans don't show direct contempt but rather a lenient, pedagogical superiority.

*"They are just children."*

*"The naïve people."*

During the Cold War, when US hegemony was vital for Germany, this attitude of disdain was more concealed than now. In today's situation, where obvious controversies exist between Europe and USA, open Anti-American sentiment is becoming more evident and – unfortunately – more vocal.

## **D. Do's and Don'ts for Germans**

### **I. Try to think positive**

- Let your first reaction be rather: 'Yes, let's see...'  
instead of : 'Oh, not again!'
- Force yourself to find first arguments pro, and contra later.
- Instead of thinking (and saying) "It'll never work because..."  
think (say) "It'll work, if ..."
- Talk more of successes than of failures.
- If criticism is necessary, give priority to improvement over replacement.
- Show recognition to your partner. There is always a positive to be found.

### **II. Be clear and open**

- Short sentences. short paragraphs.
- Avoid complicated language, foreign words.
- Keep it simple.
- Make sure you've been understood, ask for feedback.
- If you don't understand something, ask for repetition.
- Open agenda: say what you need.
- Articulate your feelings.
- Try to avoid speaking German to your colleagues in their presence.

### **III. Be responsive**

- Show that you care.
- Be reachable, also at off-hours. Call back when missed.
- Organise proper replacement when in vacation or on a trip.
- Provide immediate answers, even if saying only that it will take more time.
- Communicate pro-actively. Call them regularly.
- Send rather too much than too little info.

### **IV. Don't show off your education and culture**

- Avoid discussions about school systems or education.
- Don't correct your partner's English or spelling.
- Don't express your dislike in matters of taste: they'll take it too personally.
- Don't comment on American food, cars, women.
- Don't feature titles.
- Avoid teaching or correcting.

## **V. Don't demonstrate your social benefits**

- Never mention 6 weeks vacation.
- Don't make a point of your job security (its an illusion anyway).
- Avoid talks about pension, medical care, security.
- Complain about taxes and social charges.

## **VI. Don't judge the "American way of life"**

- Don't comment on their patriotism.
- Keep your thoughts yourself about American sexuality, NRA, racism etc. to yourself.
- Accept their non-smoking regulations.
- Avoid talking about religion.
- Tell them how much you like American National Parks, carrot cake, Harley Davidson...

## **VII. Don't moralise or make fun of politics, history or social behaviour**

- Don't table subjects like death penalty, rifle laws, waste of energy.
- Respect the Indian taboo.
- Don't criticise the President even if your partner does.
- Express your concern about world politics but don't accuse.
- Don't make sexual or racial jokes.
- Don't mention 9.11.

# **E. Do's and Don'ts for Americans**

## **I. Slow down and listen**

- Be patient. Let them finish talking.
- Don't interrupt (Germans wait their turn to speak).
- Try to accept objections and criticism as constructive (sometimes it is)
- Don't rush issues. Proceed step by step.
- Accept agenda and meeting discipline.
- Stay in meetings.
- Allocate sufficient time for your visits.

## **II. Adapt your language**

- Speak slowly and clearly.
- Avoid idiomatic expressions.



- Avoid complex sentences and sophisticated vocabulary.
- Prefer objective language, avoid emotional superlatives or exaggerated phrases.
- If you sense they don't understand, discretely repeat your point.
- Check for understanding, especially on complex issues (Germans are often too polite to ask for repetition).

### **III. Inform yourself**

- Prepare meetings; bring with you former minutes and agreements.
- Learn the basics about your partner's country, region, history.
- Study the company records, org. charts and corporate constitution.
- Train yourself in European manners (eating, greeting, ...)
- Try to comply to European style: don't dress like a cowboy, lower your voice,..
- Learn some words of German.

### **IV. Don't be bossy**

- Stop thinking: "Lazy bastards!"
- Avoid directive language.
- Don't threaten.
- Solicit feedback and mean it.
- Think twice when setting deadlines.
- Consider alternatives.

### **V. Don't show off power and wealth**

- Don't tell them your income.
- Don't boast about your stock market performance.
- Don't talk too aggressively about market and competition.
- Don't complain about laxness of German managers.
- Don't make exaggerated promises.

### **VI. Play the "Foreigner Card"**

- Accept invitations (they are usually meant seriously).  
Germans will use your first name and invite you into their homes, this is something they may never do with German colleagues.

## **F. Historical Postscript**

In trying to understand today's situation between the "Old World", i.e. Europe, and the USA it is helpful to make a short historical excursion.

For centuries America was a European colony (British, French, Spanish), a frontier land that attracted adventurers, profiteers and criminals as well as a last resort for the poor and persecuted. "We will build a better world!" – was the motto which governed the independence movement and led to the American Constitution

Leaving behind them the degenerate and corrupt feudal systems of Europe, the makers of the young United States had an idealistic view of human society: faith, solidarity, justice and hard work were the guarantors of wealth and happiness. Strict authority and harsh rules were needed to secure a system still struggling for survival.

The Christian religion and its reformed edition Calvinism, provided the broad canvas for the big ideological picture. Imported through the British, enhanced by puritanism, this religion supplied a set of basic beliefs that turned out to be extremely useful in building up the American system. The basic premise is that "God loves the fittest and grants them wealth and luck". Success on earth equates directly to success in heaven. This philosophy paved the way to modern capitalism and mercantilism and is still at the root of America's well-being, economic success and prosperity,

At the beginning of the 20th century The United States of America was a grown-up nation, wealthy, proud, and strong and full of optimism about the future. Then came the dark period involving two world wars, economic crises, and a terrible drain in lives and resources. By 1945 America became the world's first nuclear power and de facto defender of western capitalism. In less than one generation the US had become a super-power, and the guarantor of order in the "Free World".

Especially to the Germans the appearance of America made a deep and positive impression. In contrast to the Russian forces, the GI's arrived as clement victors, benefactors and protectors. The years of the CARE parcels and the Berlin air-bridge created a deep life-long gratitude towards America among countless Germans of this generation.

After the German and Japanese defeat, a new threat had to be confronted. Soviet imperialism could only be checked by massive American engagement all over the world - Korea, Vietnam, Cuba . Mistakes in politics and military conduct, the arms race – and four decades of Cold War had put a heavy burden on the shoulders of a strong ally. Meanwhile, under the umbrella of NATO, Western Europe had the time and political will to construct a European Union.

In return for protection, Europeans quite liked America; and with the exception of the 68ers and Vietnam, there was little anti-American feeling. Europe benefited not just in terms of military security, but also from US science and technology. America kick-started the information age, and under American leadership the world economy prospered.

But with the cold war over and the Soviet Union in disarray, the long-time proven relationship started to corrode. In the absence of an imminent threat critics began to raise their voices. Trade conflicts between Europe and USA became tougher, and the world economy faltered due to global changes and limits to growth.

In many quarters American foreign policy and military engagement became an ongoing subject of diverging opinions (Near East, Gulf war, Somalia, Bosnia).

The forming of the European Union proceeds swiftly. The introduction of a common Euro currency is a sign of strength and determination that marked a turning point in European history and psychology.

Then came September 11, 2001.

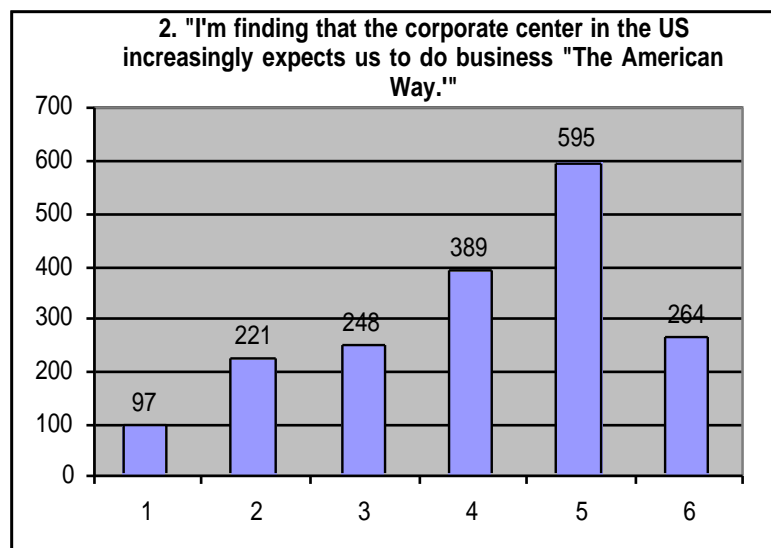
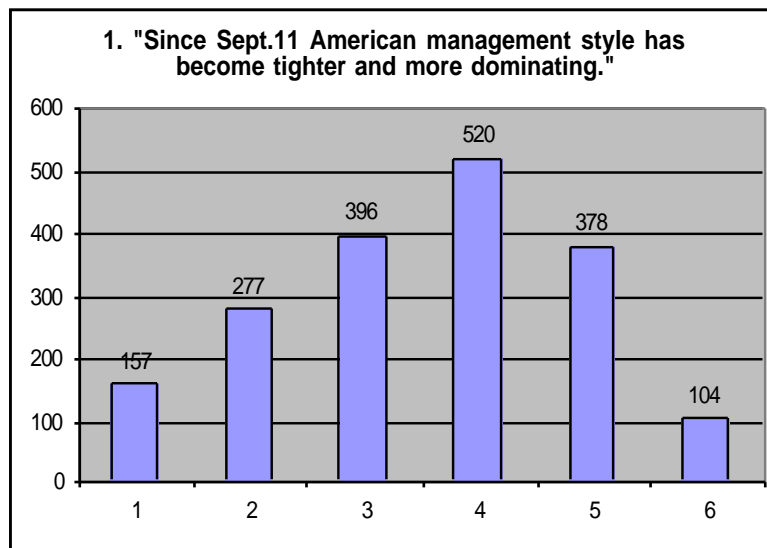
## G. Appendix I

### Survey Result Charts

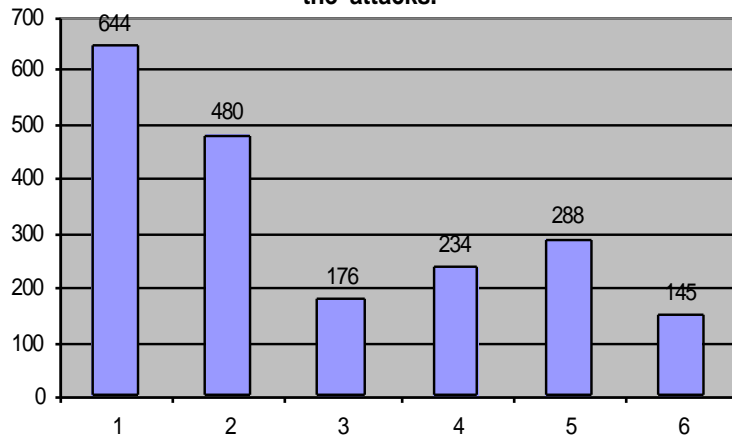
The following charts depict the total number of responses, for each grade of a 6-point scale, for each of the survey questions, where:

1 = "I completely disagree with the statement", and

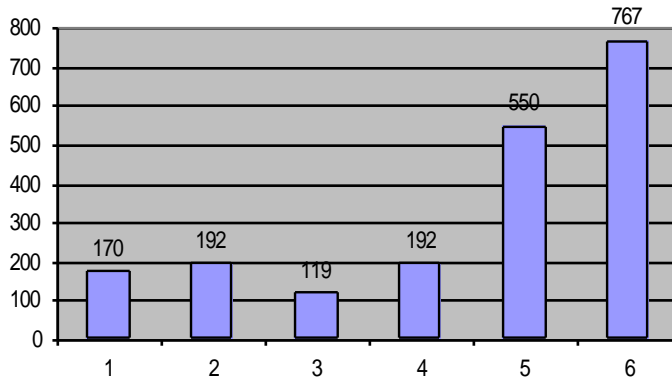
6 = "I completely agree with the statement"



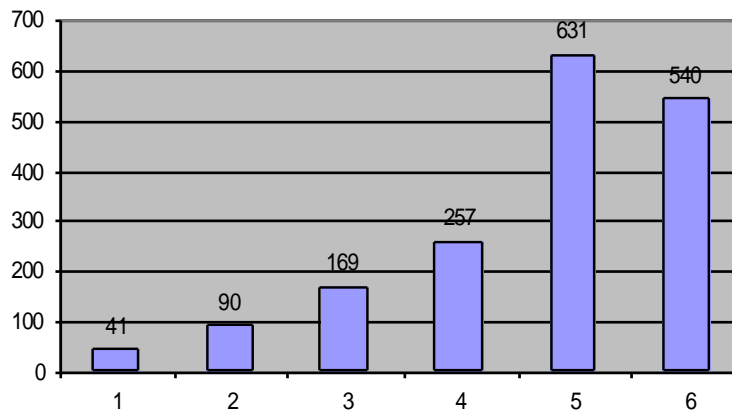
**3. "With all the changes we have experienced since 9.11, I feel less secure in my job than I did before the attacks."**

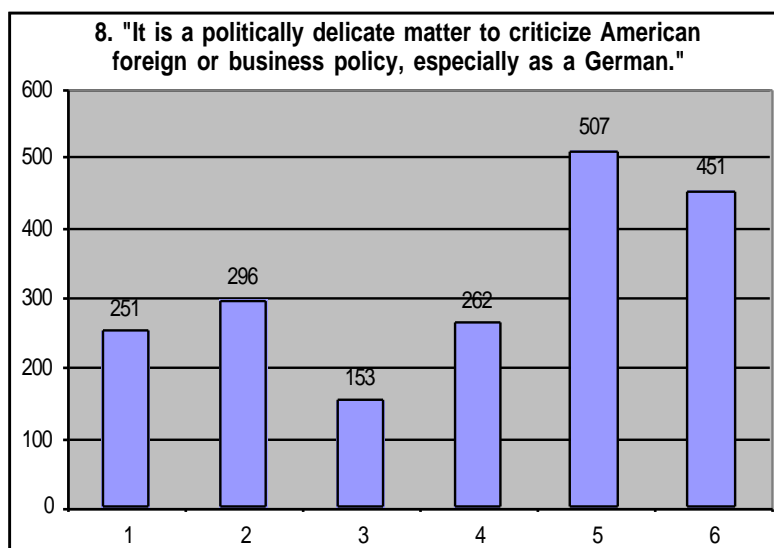
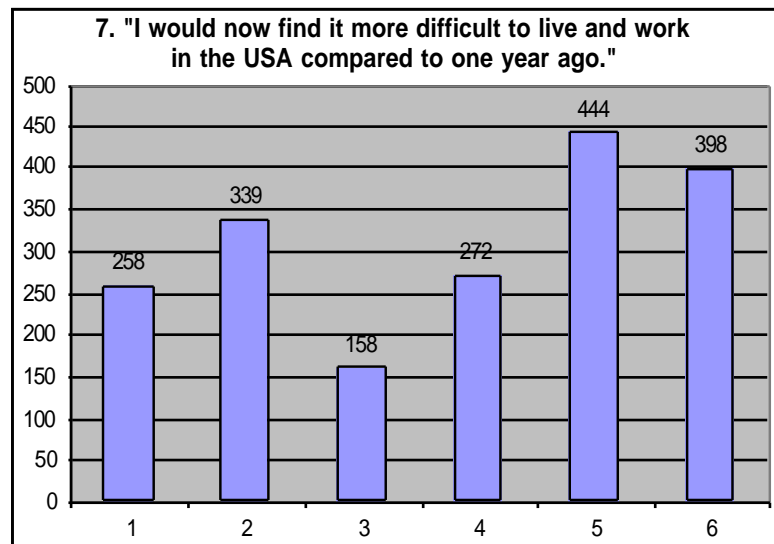
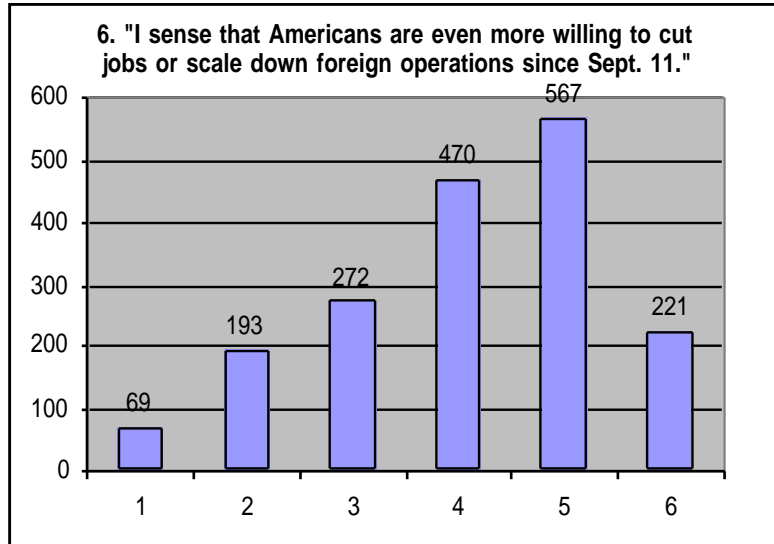


**4. "If the WTC attack had happened to two towers in Frankfurt, I can't imagine that there would have been the same degree of nationalistic sentiment expressed in Germany."**

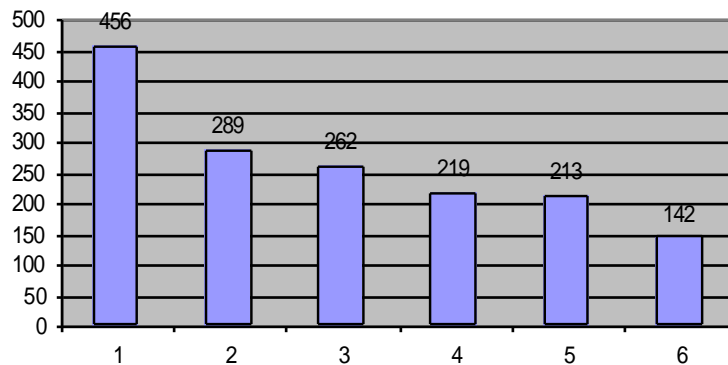


**5. "In dealing with different European subsidiaries, the Americans still put Sweden and Italy in the same box. Their melting pot approach doesn't work here."**

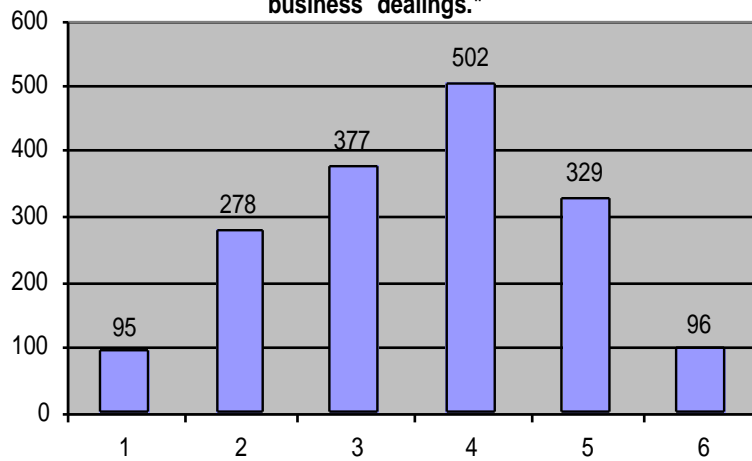




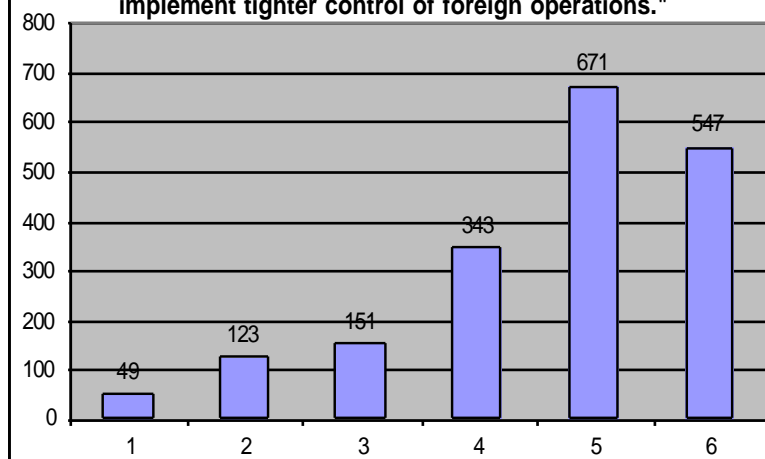
**9. "In our company the number of face-to-face meetings with Americans is fewer than a year ago."**

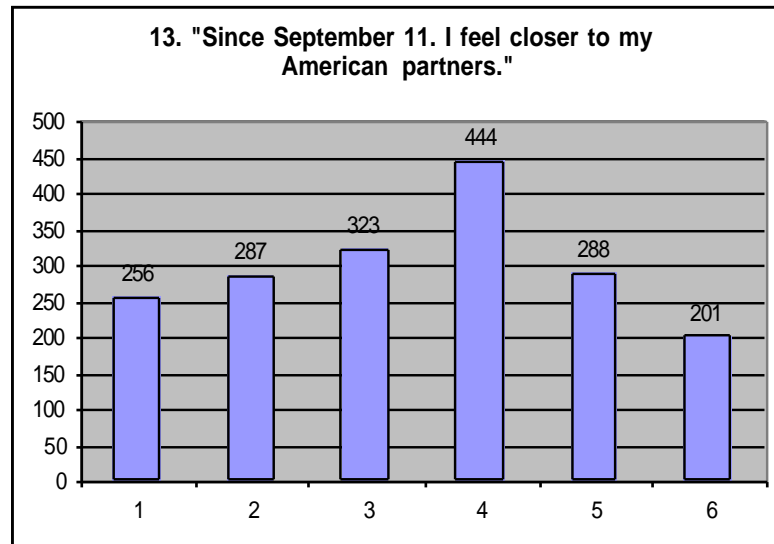
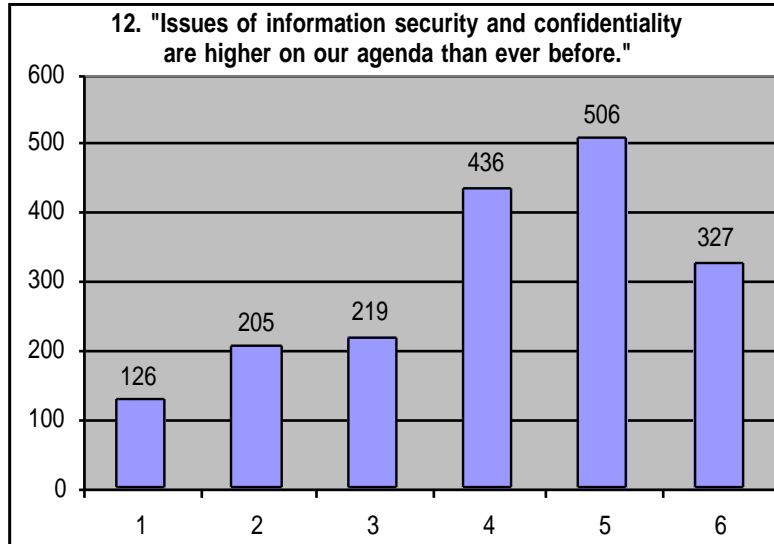


**10. "I'm finding that the Americans have become less entrepreneurial and more cautious in their international business dealings."**



**11. "I get the feeling that the American 'war against terrorism' has resulted in a parallel excuse to implement tighter control of foreign operations."**





# Appendix II

## The Survey Questions

The following survey contains 13 authentic statements.

To what extent do you agree or disagree with each quote?

For each quote, please try to check one box - if you have no opinion, or would prefer not to answer, just leave the six boxes blank. Clicking a box twice will uncheck it.

*(If you wish to make a comment about a particular statement, please feel free, a field is provided for this purpose).*

Thank you for your co-operation. You can request the free survey report and language guide at the end of the page.

Deadline for latest submissions **17th June 2002.**

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1. "Since Sept.11 American management style has become tighter and more dominating."

I completely disagree       I completely agree

comment:

|\_\_\_\_\_|

---

2. "I'm finding that the corporate center in the US increasingly expects us to do business "The American Way.'"

I completely disagree       I completely agree

comment:

|\_\_\_\_\_|



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3. "With all the changes we have experienced since 9.11, I feel less secure in my job than I did before the attacks."

I completely disagree       I completely agree

comment:

| \_\_\_\_\_ |

---

4. "If the WTC attack had happened to two towers in Frankfurt, I can't imagine that there would have been the same degree of nationalistic sentiment expressed in Germany."

I completely disagree       I completely agree

comment:

| \_\_\_\_\_ |

---

5. "In dealing with different European subsidiaries, the Americans still put Sweden and Italy in the same box. Their melting pot approach doesn't work here."

I completely disagree       I completely agree

comment:

| \_\_\_\_\_ |

---

6. "I sense that Americans are even more willing to cut jobs or scale down foreign operations since Sept. 11."

I completely disagree       I completely agree

comment:

| \_\_\_\_\_ |

---

7. "I would now find it more difficult to live and work in the USA compared to one year ago."

I completely disagree       I completely agree

comment:

---

---

8. "It is a politically delicate matter to criticize American foreign or business policy, especially as a German."

I completely disagree       I completely agree

comment:

---

---

9. "In our company the number of face-to-face meetings with Americans is fewer than a year ago."

I completely disagree       I completely agree

comment:

---

---

10. "I'm finding that the Americans have become less entrepreneurial and more cautious in their international business dealings."

I completely disagree       I completely agree

comment:

---

---

11. "I get the feeling that the American 'war against terrorism' has resulted in a parallel excuse to implement tighter control of foreign operations."

I completely disagree       I completely agree

comment:

| \_\_\_\_\_ |

---

12. "Issues of information security and confidentiality are higher on our agenda than ever before."

I completely disagree       I completely agree

comment:

| \_\_\_\_\_ |

---

13. "Since September 11. I feel closer to my American partners."

I completely disagree       I completely agree

comment:

| \_\_\_\_\_ |

---

*Have you heard an interesting quote that you would like to share with us?*

*Please write your quote in the field below and indicate your degree of agreement.*

14. | \_\_\_\_\_ |

I completely disagree       I completely agree

## **Further Reading**

Readers wishing to delve deeper into the literature should check out the following titles at [amazon.de](http://amazon.de) or [amazon.com](http://amazon.com)

### Germany-USA

1. Geschäftlich in den USA - Günter Stahl, et. al.
2. Amerika für Geschäftsleute - Max Otte
3. Culture Shock USA - Jane Kohen Winter
4. Culture Shock Germany - Richard Lord

### General Cross-Cultural

5. When Cultures Collide - Richard d. Lewis
6. Riding the Waves of Culture - Fons Trompenaars
7. Mind Your Manners - John Mole
8. The Skin of Culture - Derrick de Kerckhove
9. Blunders in International Business - David A. Ricks
10. Marketing Across Culture - Jean-Claude Usunier

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