



Opinion Survey / Pilot Poll
Bucharest
May - July 1999

Objective

The study is aimed to determine the perceptions / mutual opinions (and, implicitly, the attitudes and behaviours), of foreigners and Romanians in the professional environment.

Search Scope

The business environment in the Bucharest area

Target Participants / Subjects

Foreigners and Romanians with direct professional relations in 500 of the biggest international companies in Romania. No other differentiation criteria (sex, age, position etc.)

Respondents

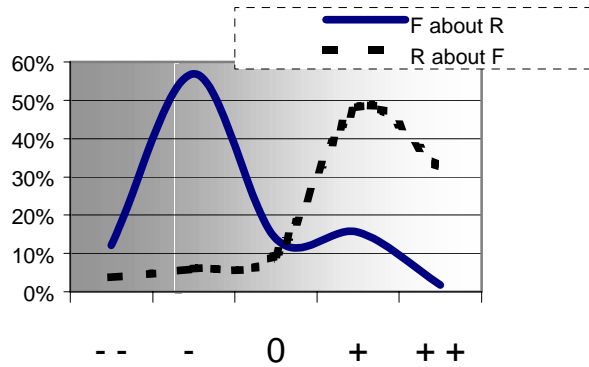
120 foreigners
150 Romanians

Method

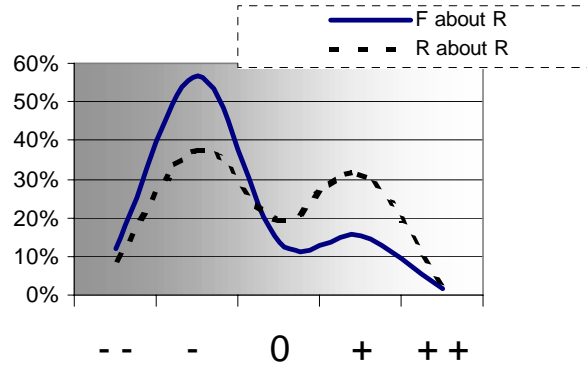
Attitude assessment questionnaires.



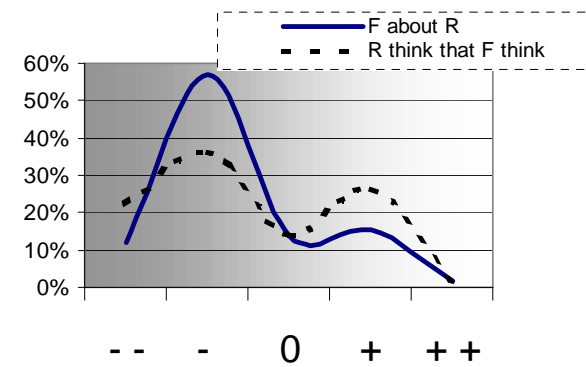
Punctuality



Punctuality

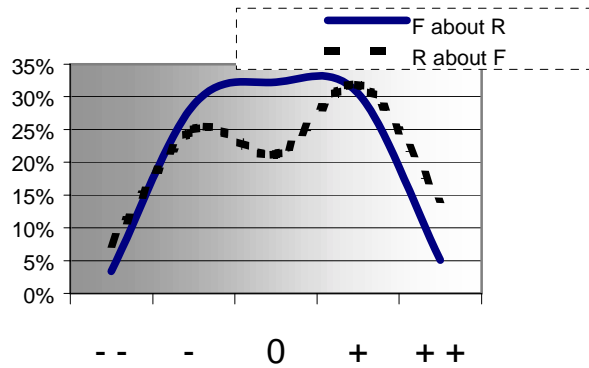


Punctuality

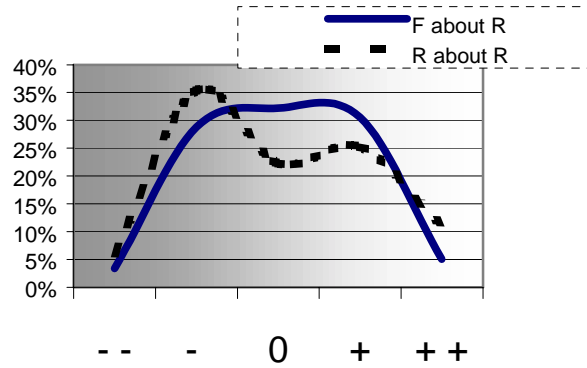


-- very negative opinion
++ very positive opinion

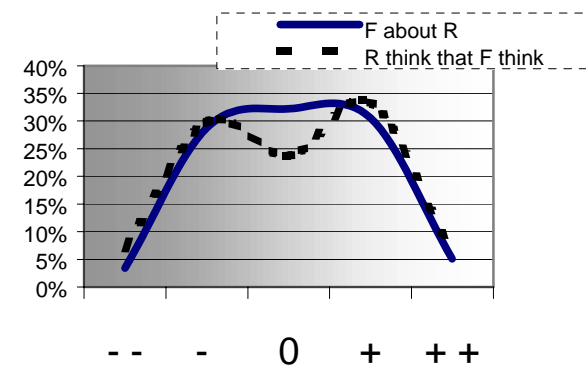
Receptivity



Receptivity

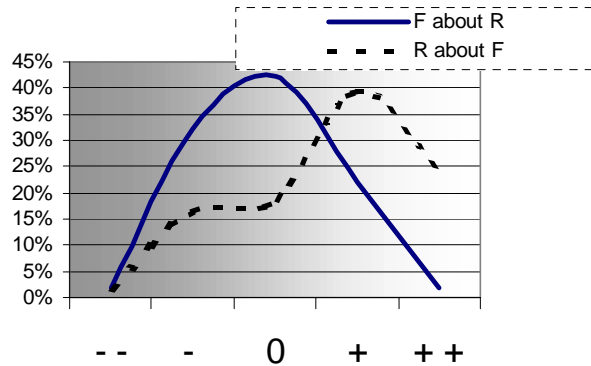


Receptivity

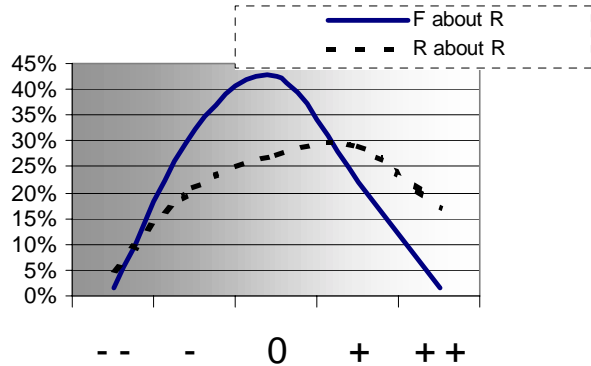




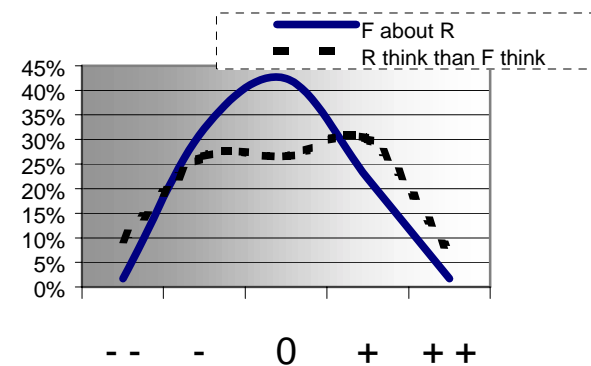
Realism



Realism

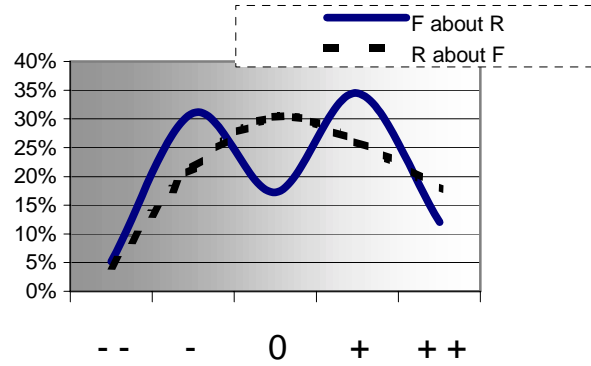


Realism

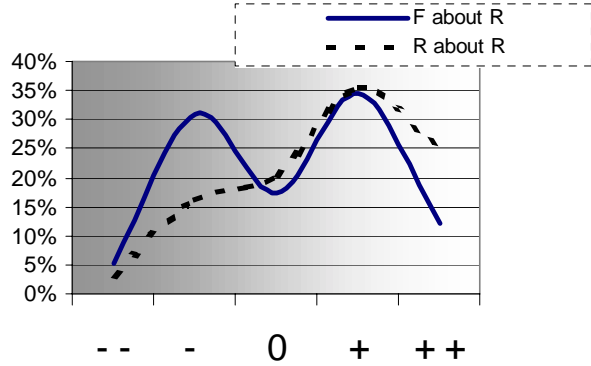


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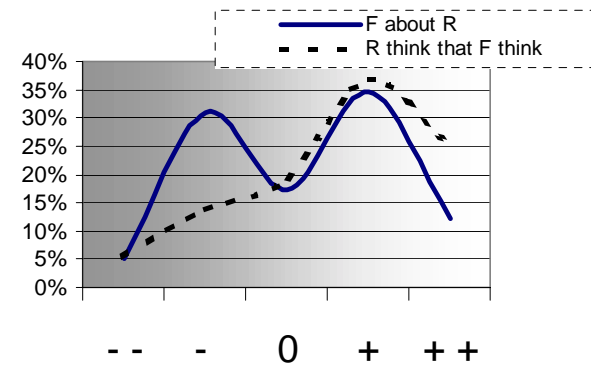
Patience



Patience

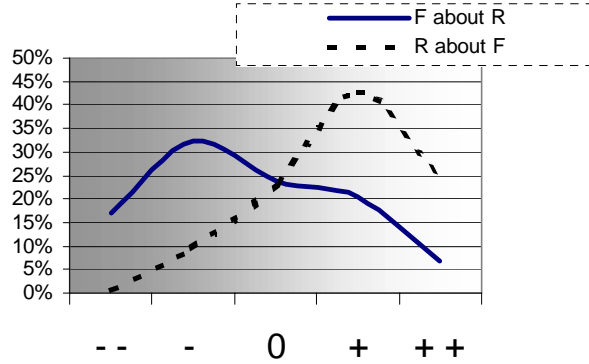


Patience

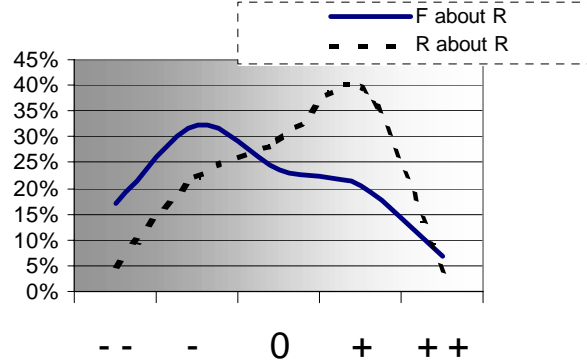




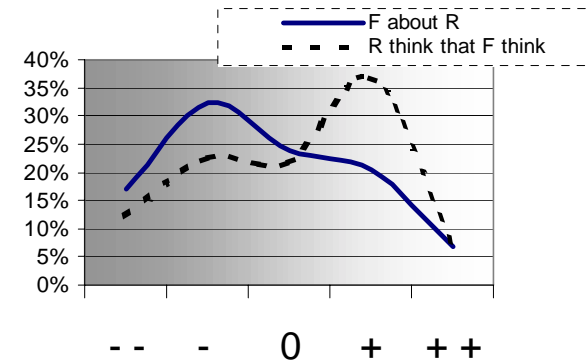
Initiative



Initiative

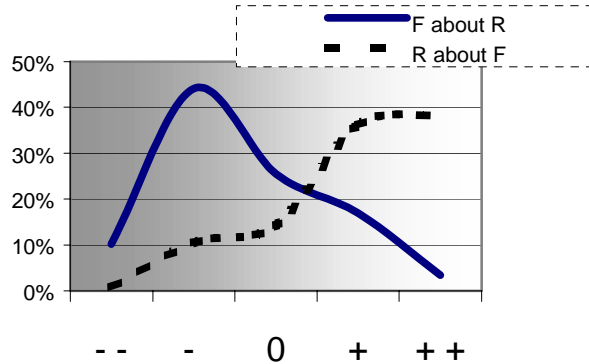


Initiative

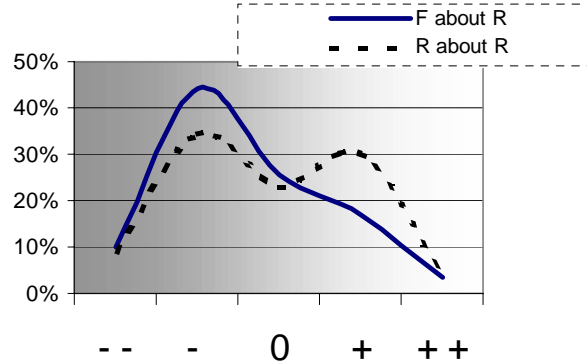


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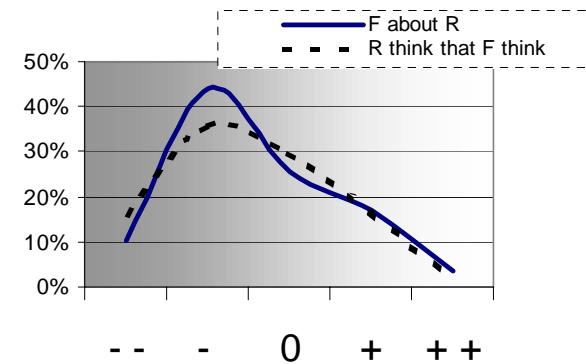
Order and Organisation



Order and Organisation

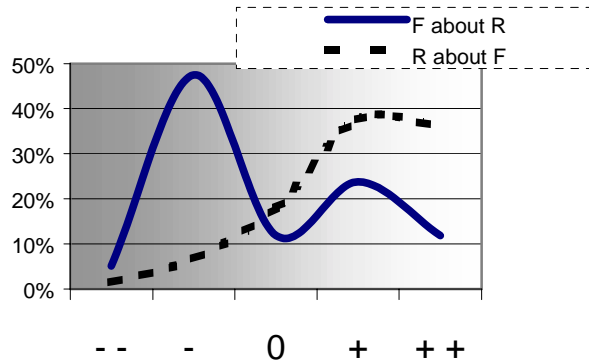


Order and Organisation

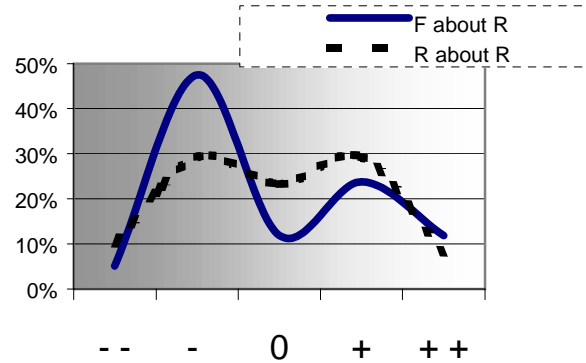




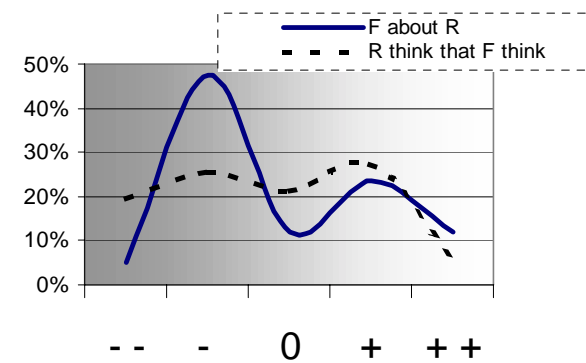
Discipline



Discipline

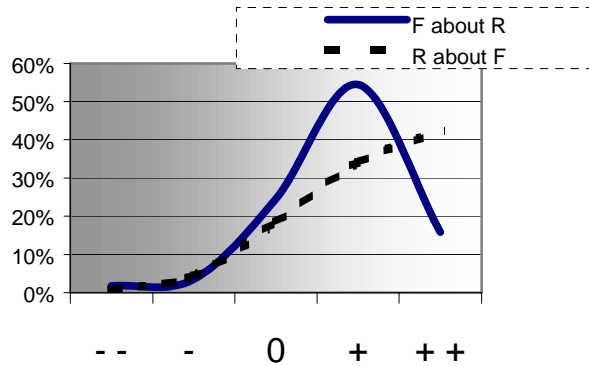


Discipline

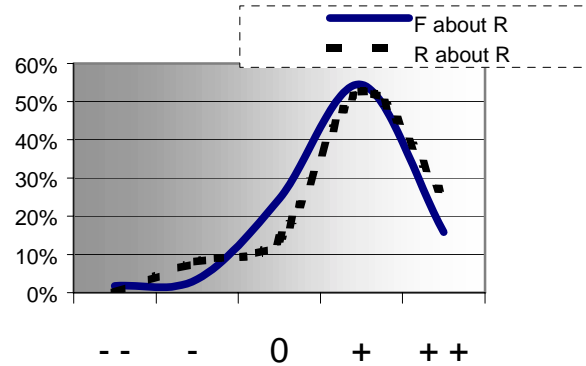


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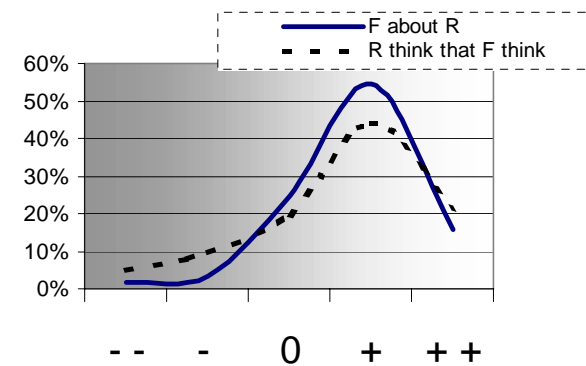
Technical Skills



Technical Skills

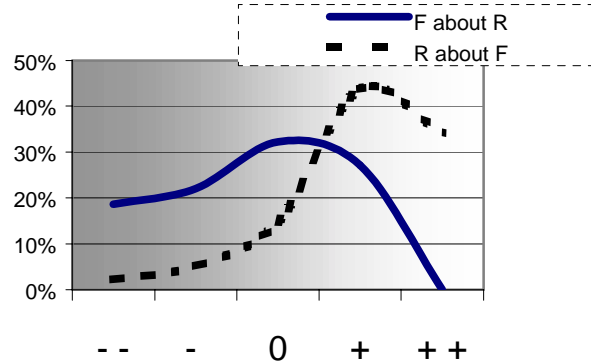


Technical Skills

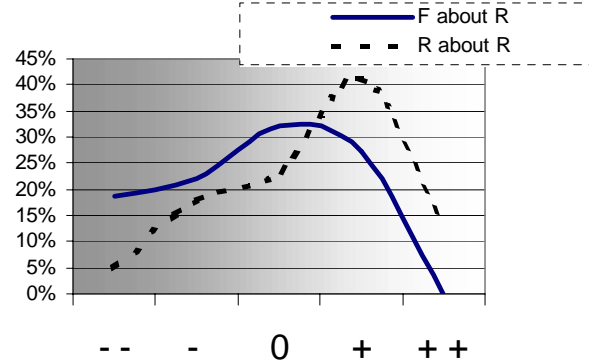




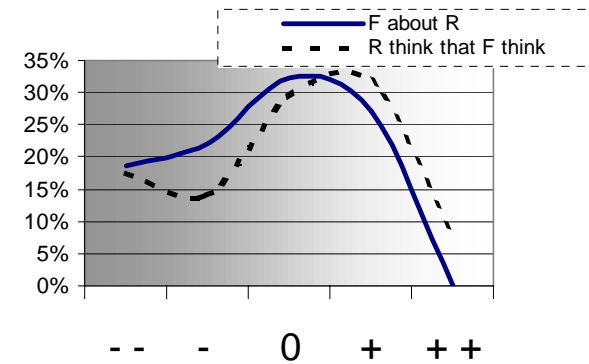
Managerial Skills



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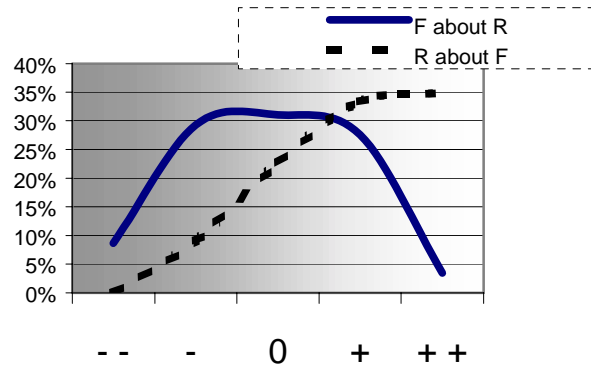


Managerial Skills

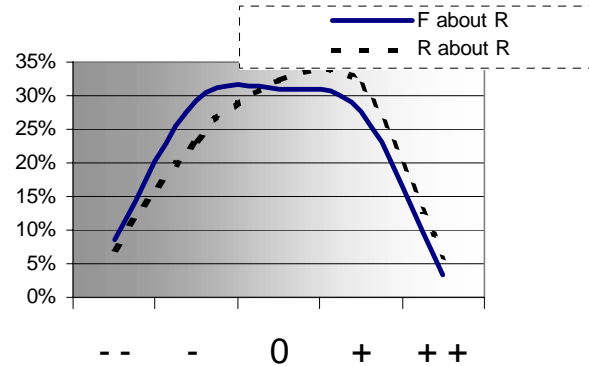


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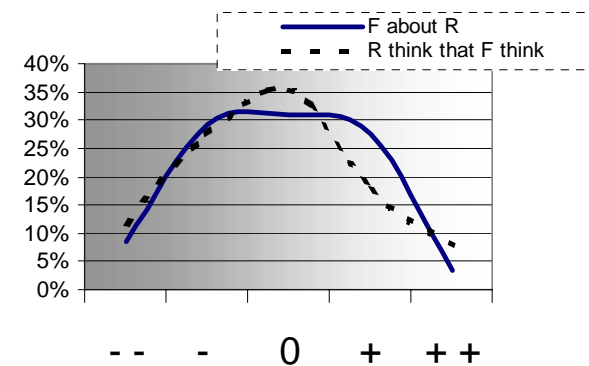
Sense of Responsibility



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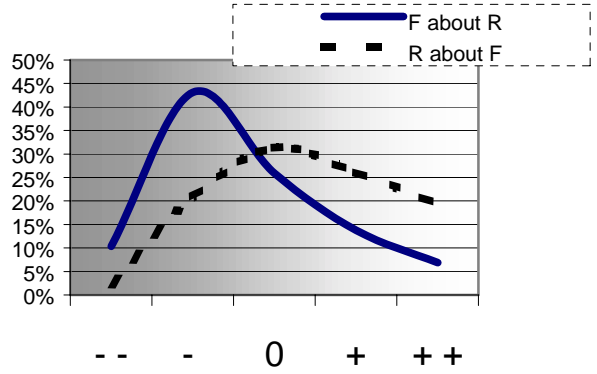


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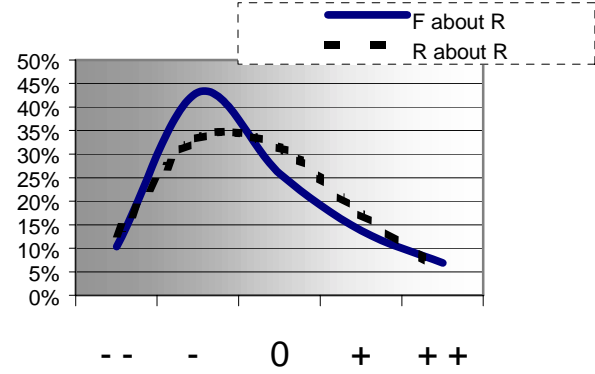




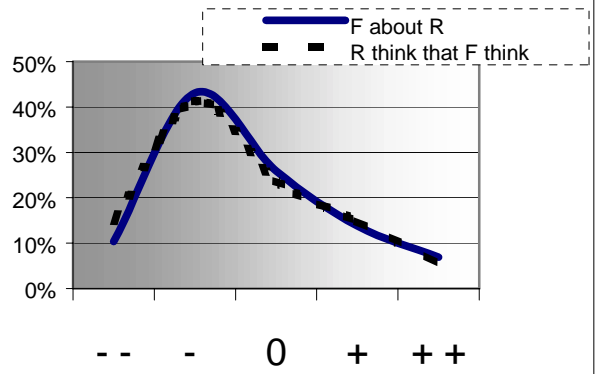
Honesty



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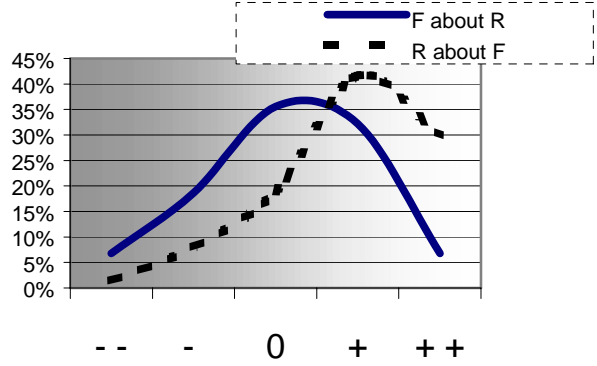


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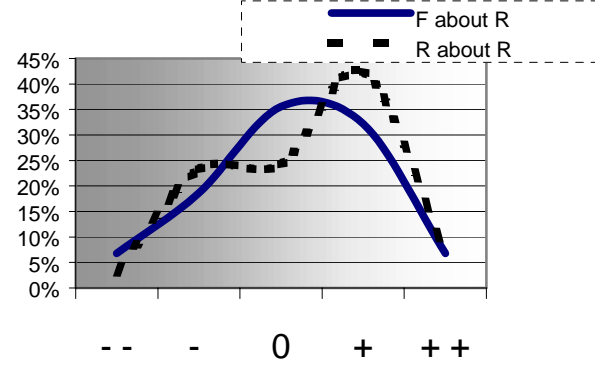


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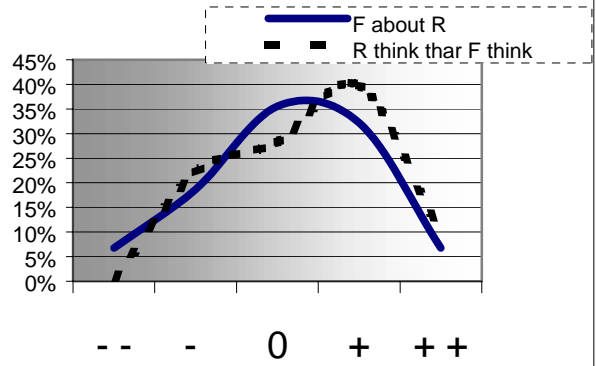
Tenacity



Tenacity

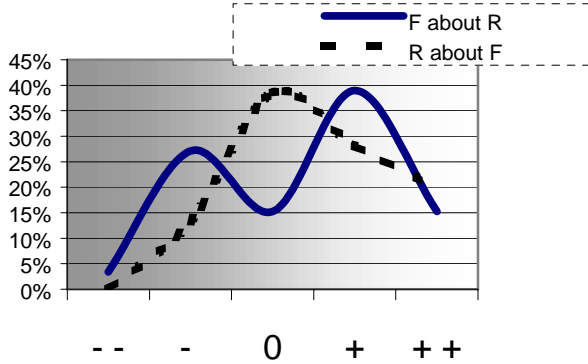


Tenacity

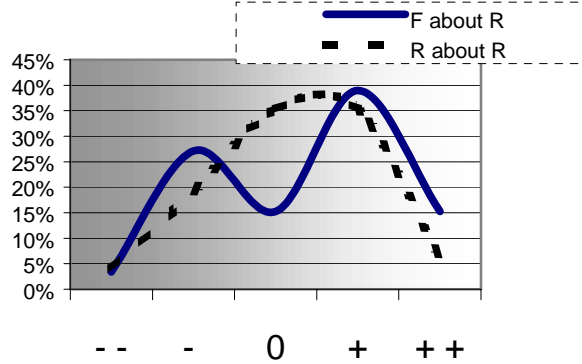




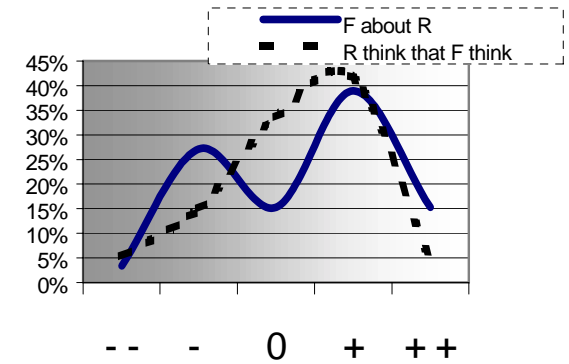
Loyalty



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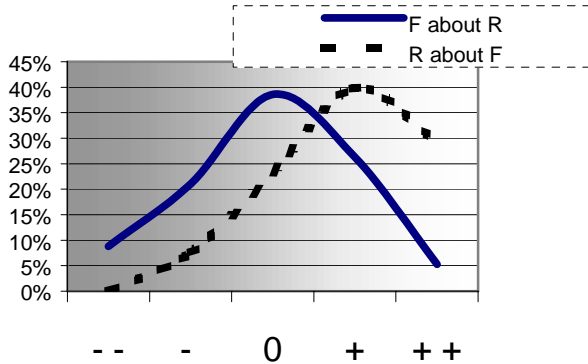


Loyalty

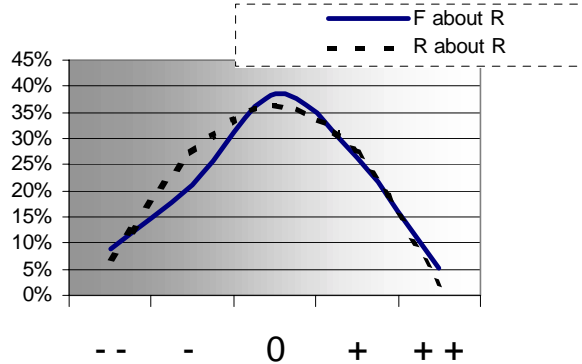


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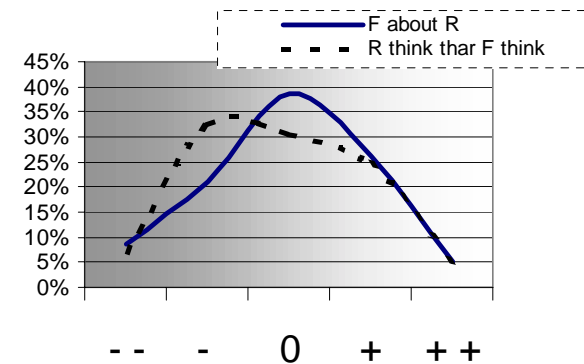
Rigour



Rigour

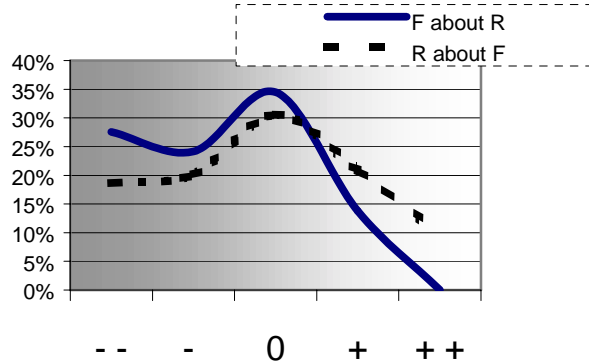


Rigour

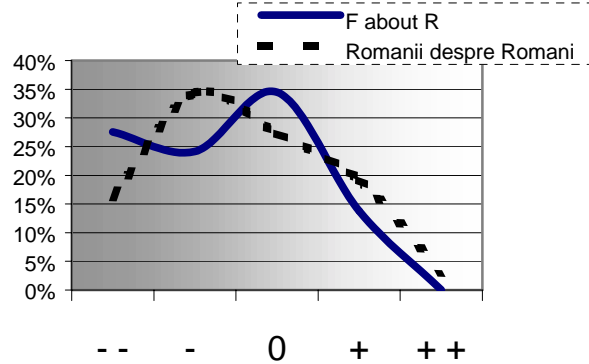




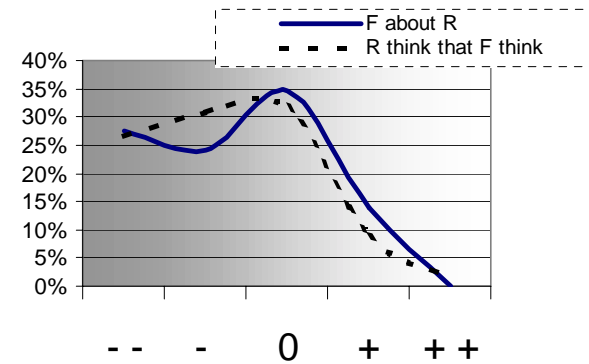
"... are arrogant"



"... are arrogant"

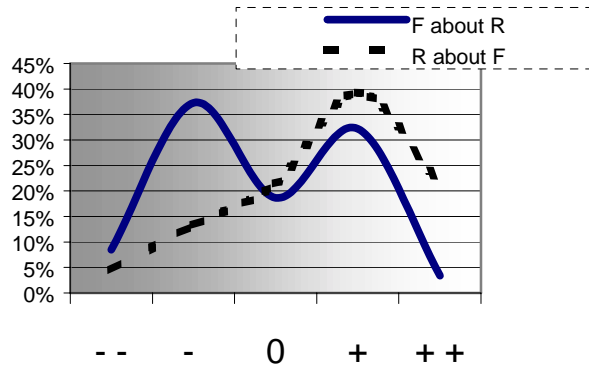


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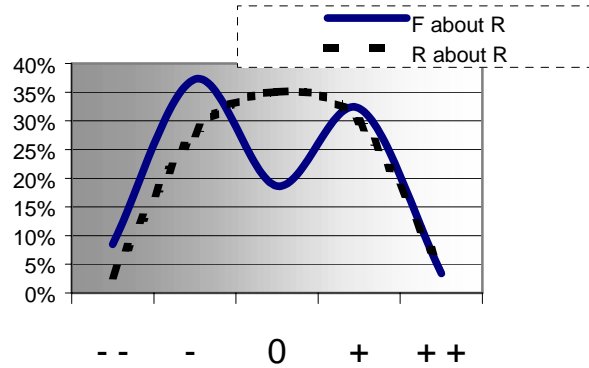


-- total disagreement
 ++ total agreement

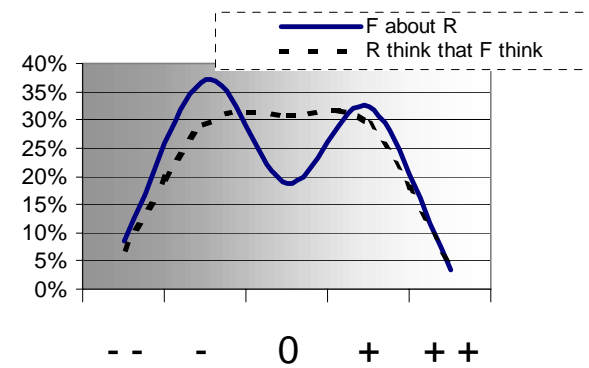
"... keep their promises"



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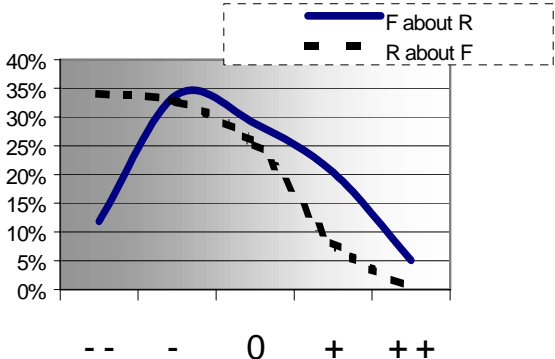


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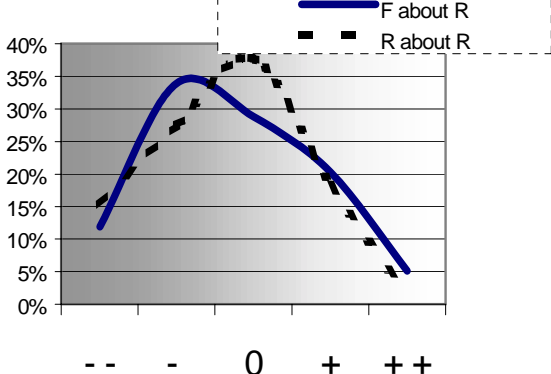




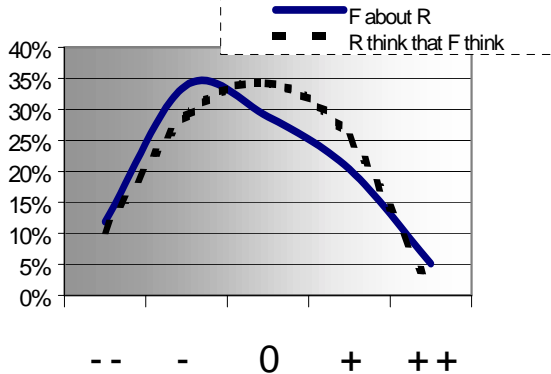
"... make hazardous and risky decisions"



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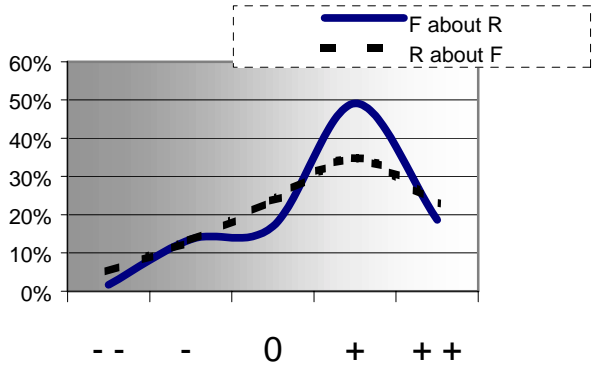


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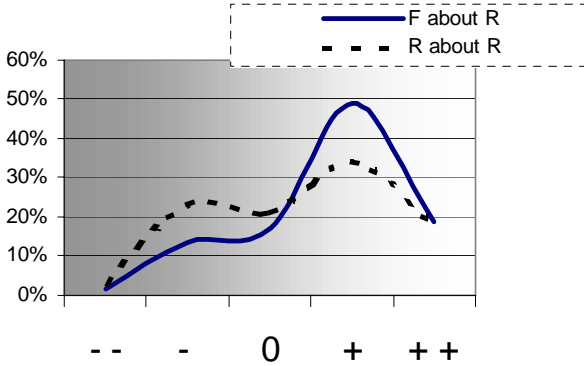


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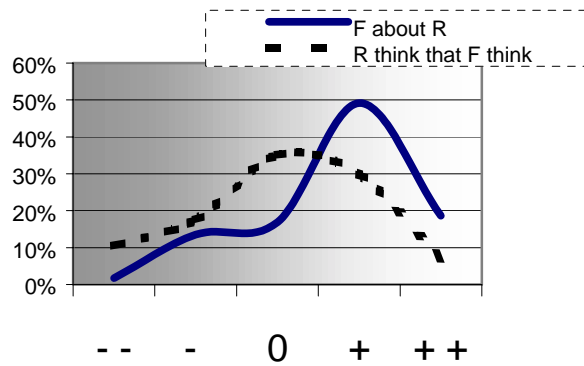
"... are individualist"



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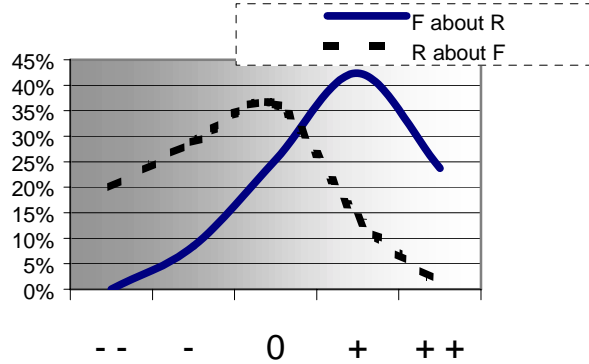


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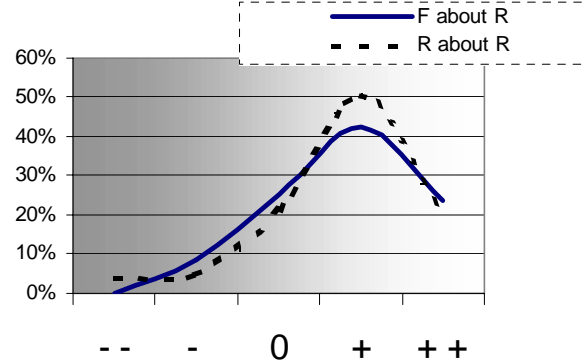




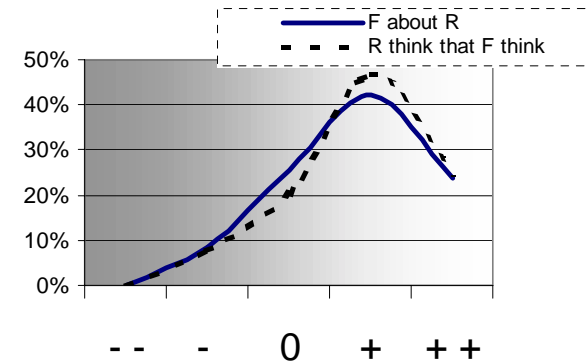
"... are sentimental"



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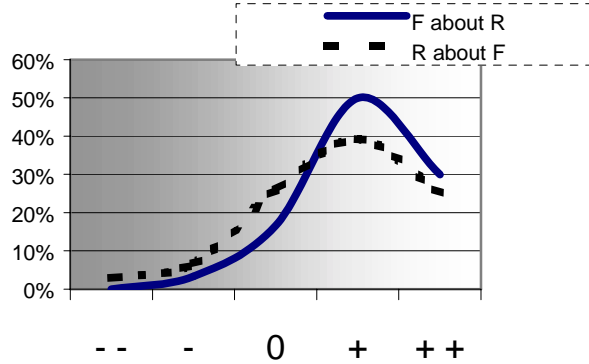


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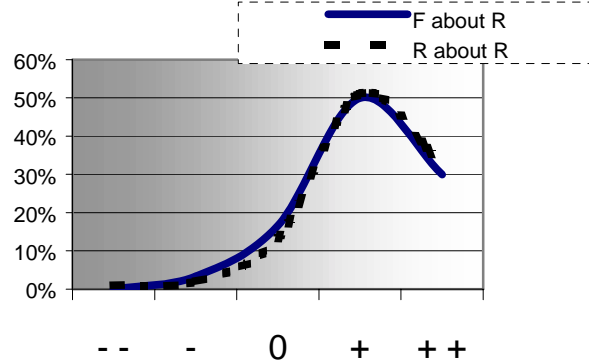


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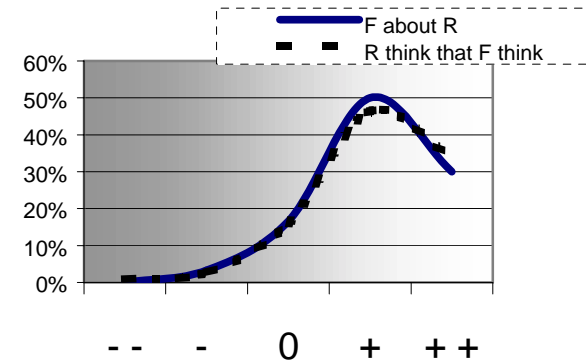
"... have sense of humour"



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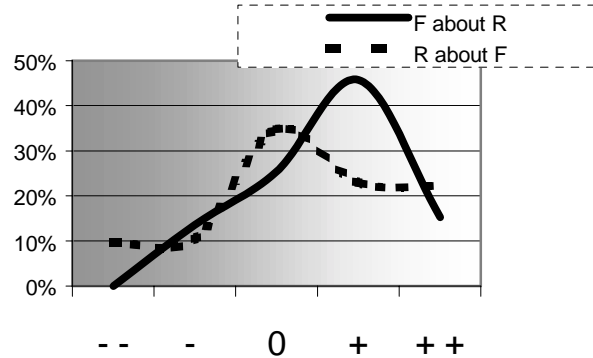


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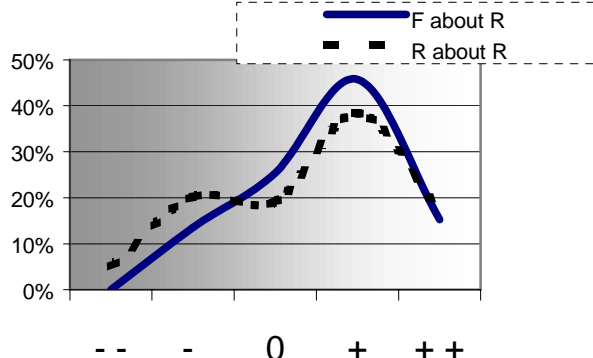




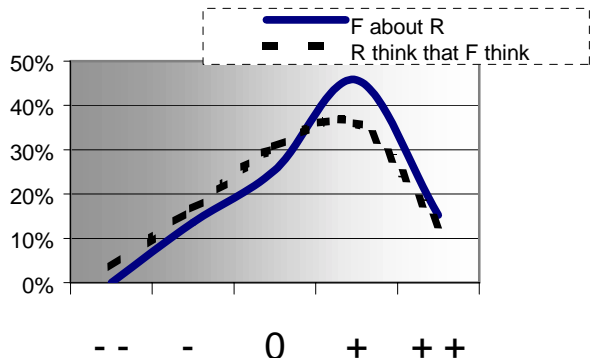
"... are careerist"



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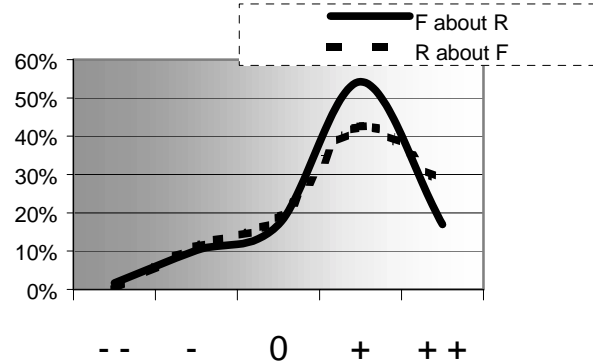


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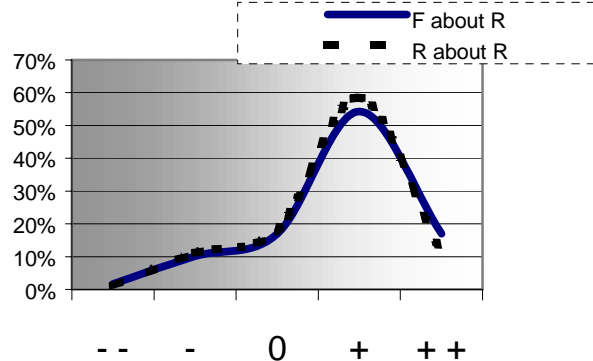


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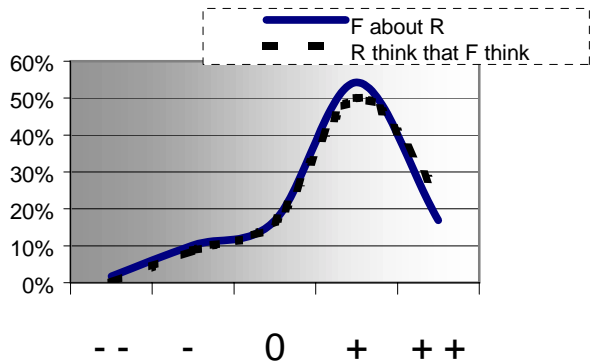
"... are cooperative"



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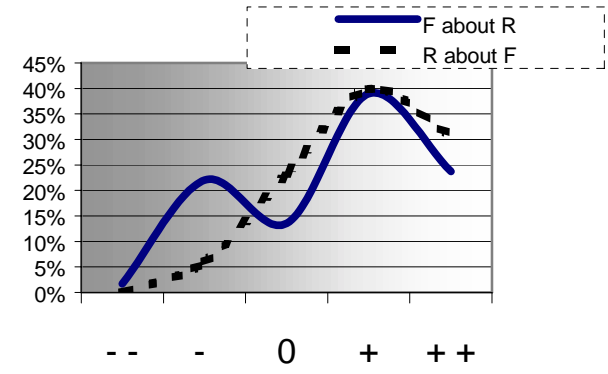


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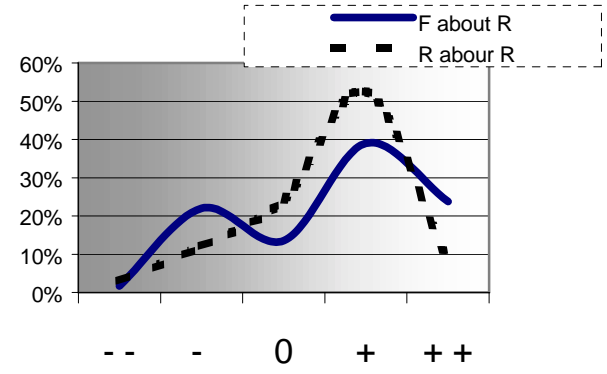




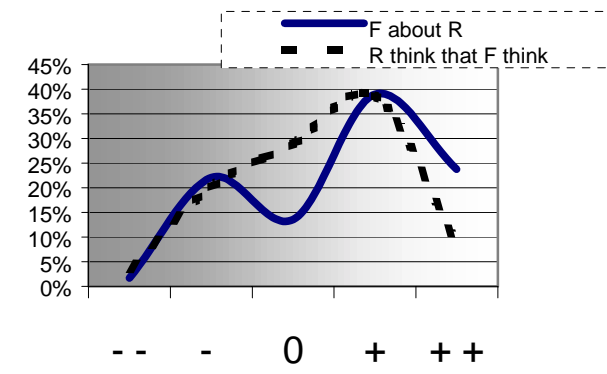
"... are hardworking"



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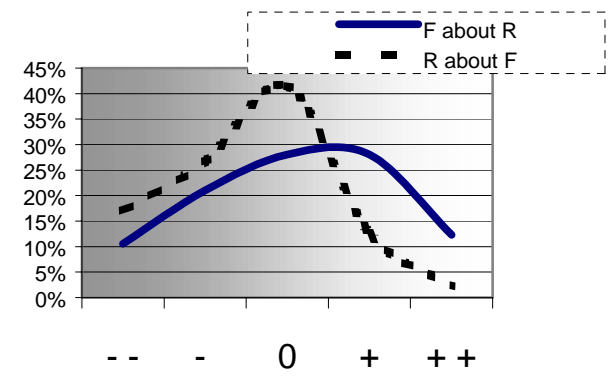


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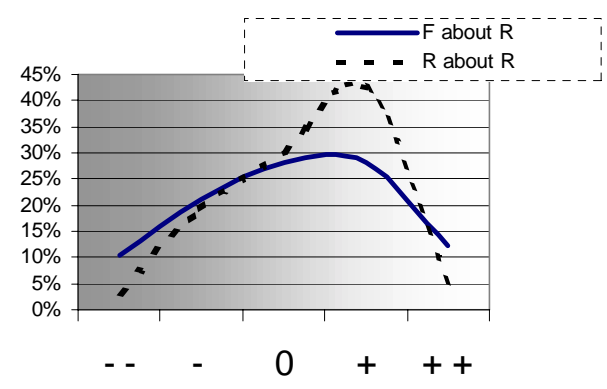


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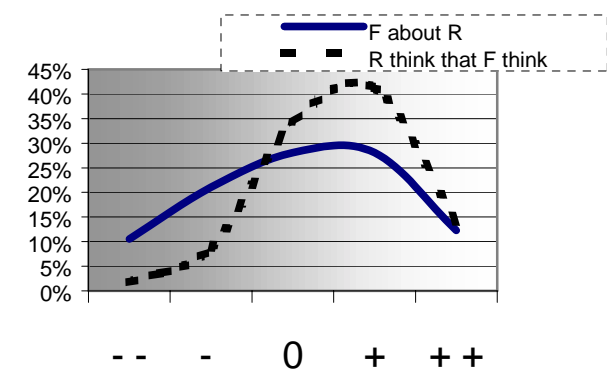
"... are idealist"



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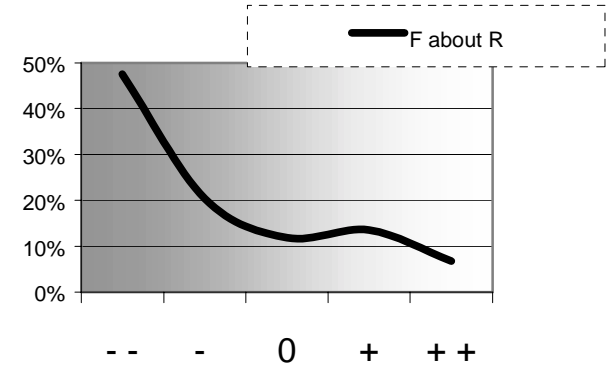


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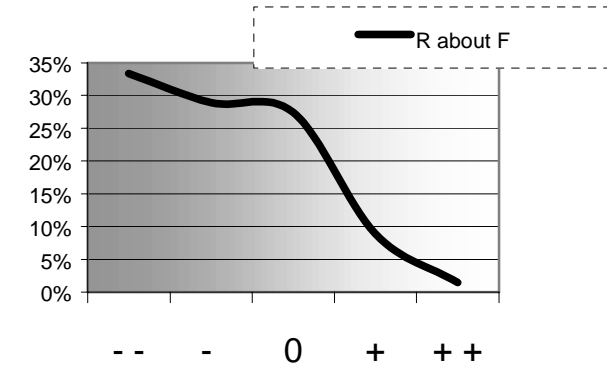




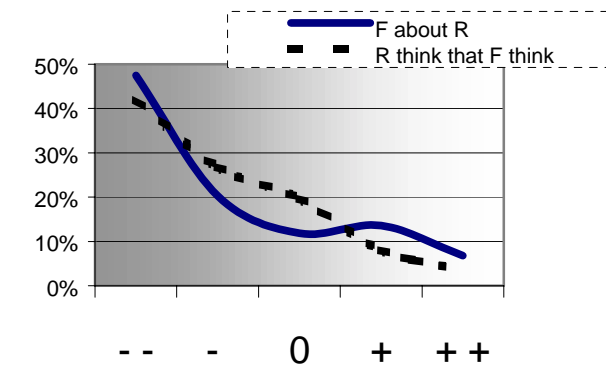
"R are hostile to F"



"F are hostile to R"

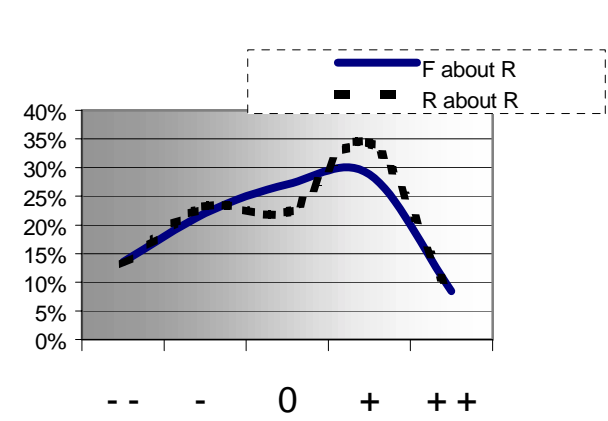


"R are hostile to F"

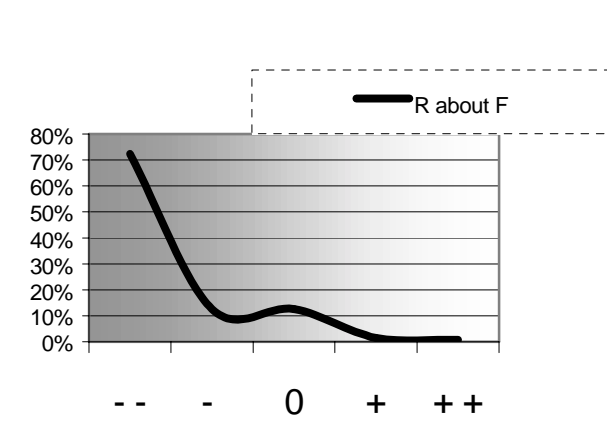


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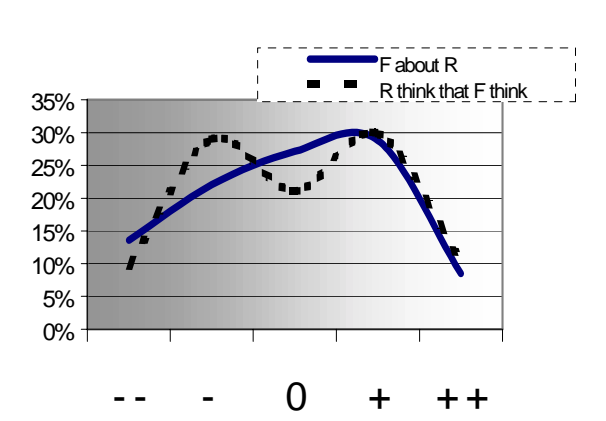
"R have a complex of inferiority to F"



"F have a complex of inferiority to R"

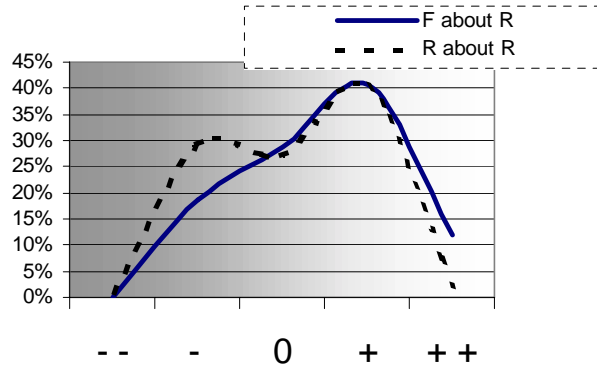


"R have a complex of inferiority to F"

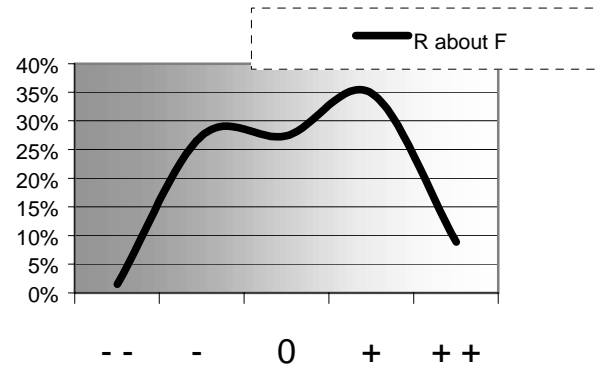




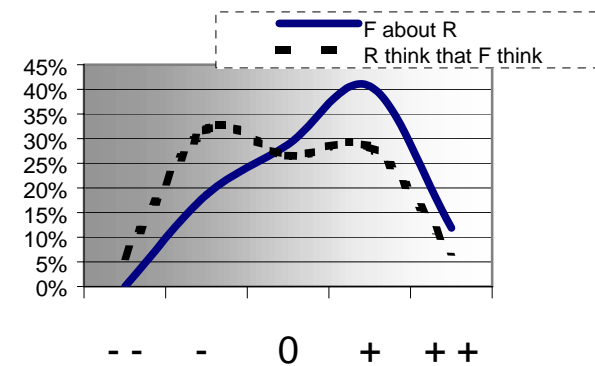
"R are sincere with F"



"F are sincere with R"

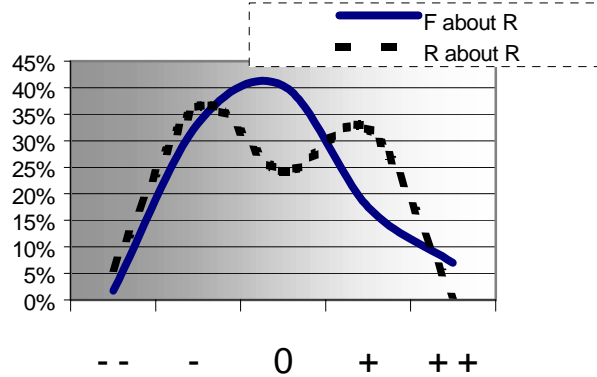


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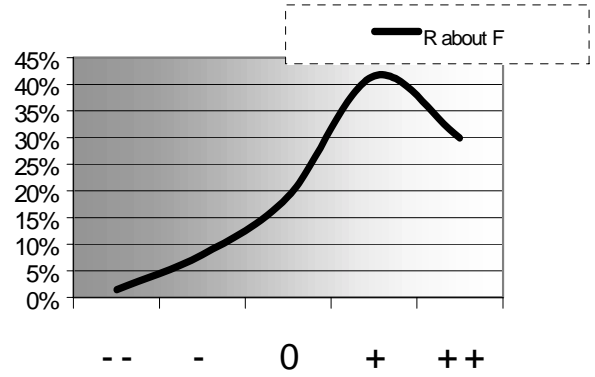


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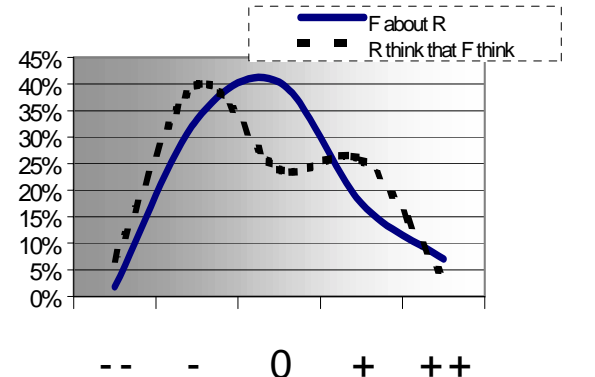
"R are sincere with R"



"F are sincere with F"

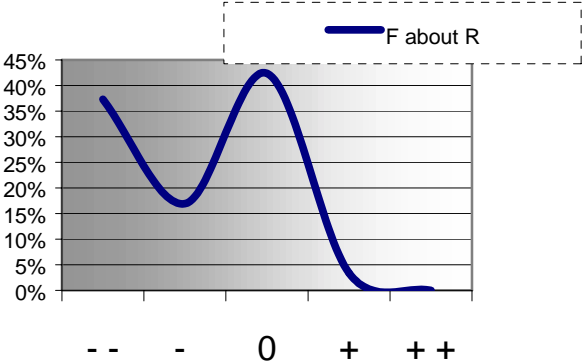


"R are sincere with R"

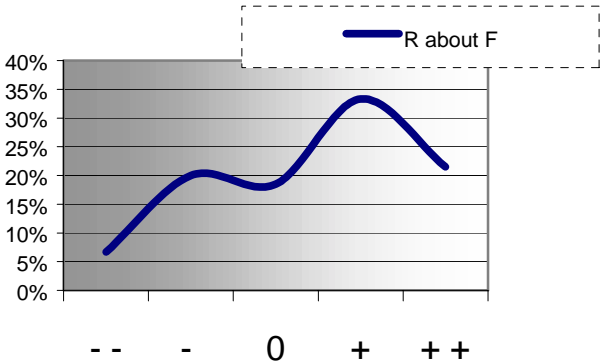




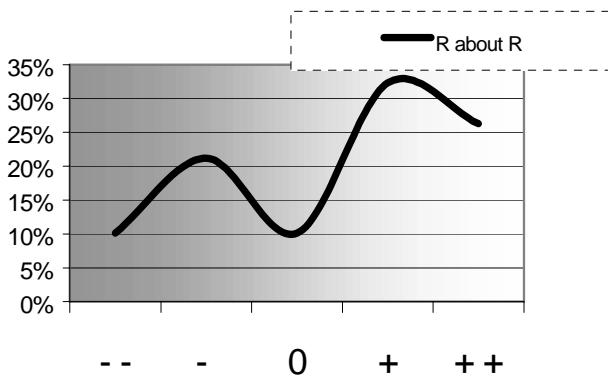
“R have a feeling of superiority to F”



“F have a feeling of superiority to R”



“R have a feeling of superiority to R subordinated to them”



-- total disagreement
 ++ total agreement

**Pilot Opinion Poll
 Bucharest
 May-July 1999**

Target
 The evaluation of the mutual attitudes of foreigners and Romanians in a professional environment.

Sample
 Foreigners and Romanians who work closely together in 500 of the most important foreign companies operating in Romania. Other criteria (sex, age, position etc.) have not been considered.
 120 foreigners and 150 Romanians answered.

Method and Procedures
 Attitudes' valuation questionnaire. The subjects express the degree of agreement/disagreement with a series of statements by ticking the boxes that correspond to pre-set values (5-step Likert scale: total disagreement, partial disagreement, neutral, partial agreement, total agreement).



Participants' free comments (verbatim)

Romanians think that the Foreigner think that the Romanians are / have ...

- Overfulfilled from professional point of view
- Cultured
- Inappropriate
- Suckers; (x2)
- Inferior
- Useful in reaching the target
- Ready to bear humiliation
- Incompetents from financial/business point of view
- Lack of criticism spirit
- Gossiper
- Without personality (neutral)
- Sort of uncivilized

(Romanians about the Romanians) - "My biggest problems in cooperating with my Romanian colleagues are:"

- They elaborate opinions about things they even don't have a clue
- Lack of communication; (x6)
- Lack of professionalism and professional business environment
- Some of them think they are good in everything
- "I think every one have to do the work he/she was hired for. It seems that between us, Romanians, appeared and lasts from quite a while that opinion that one is more competent to do or to advise regarding the work of the one near him"
- Lack of sincerity
- Individualism; (x2)
- Lack of initiative
- Initiative became responsibility
- Arrogance towards Romanian subordinated
- They are not assuming the responsibility of their own action; (x4)
- Slow reaction (they are delaying their answers)
- Partial disorientation (is not always clear for them what they have to do next)
- Lack of trusting the superiors
- They are not involving themselves in their work
- Attitude towards work

- Lack of constant professional accuracy
- Tendency to let emotional to exceed the professional reasons
- Disrespecting the deadlines
- There are significant differences between age categories, between social categories and between town and village environment
- English language (lack of speaking and understanding)
- Adaptability at occidental work procedures
- "I don't have big problems. Misunderstanding appears, but not persist and they are happy-ending
- National affiliation
- Their fear of foreign management , lack of courage to defend a "solution"
- Lack of work motivation
- "Managing"-illness
- Egotistic
- Sincerity and fairness; (x2)
- Arrogance
- They are not fighting for their rights
- They don't have a global view
- Lack of initiative, coming from the feeling that "anyway, it doesn't matter"
- Each one believes that he/she is the smartest specimen on the planet so he/she doesn't have things to learn from the others
- Seriousness
- Depth
- Lack of managerial skills
- They are not finishing their actions
- Promises
- Incorrect
- Always unsatisfied
- Responsibility and discipline
- East-European mentality
- It's quite hard to find a real professional
- When you find a professional it's quite hard to motivate him/she
- Group interests
- Romanians are not believers of team-working
- Passivity and slow rhythm
- Enviousness
- Susceptible
- Gossip - too much gossip
- Lack of open and direct discussing habitude
- The need of making (employees) feel supervised
- The correct evaluation of individual competence
- Superficiality - lack of assuming the responsibility
- Inclination to cover the mistakes
- High expectation, often unrealistic
- Perseverance in finalizing an action
- Lack of engrossment long-term strategies
- Inability to grasp the priority of responsibility towards rights, as a democratic form of exercise in social relationships

(Romanians about the Foreigners) - "My biggest problems in cooperating with my foreigner colleagues are:"

- Lack of communication; (x2)
- The prejudice regarding Romanian business environment
- Lack of long-term involving, determined by mandate limits
- Restriction of personal initiative
- Avoiding assuming the responsibility for the decisions taken
- I don't fit to good to their rhythm and work style (sometimes)
- They have patience to explain what they want
- They don't consider a handicap the lack of experience
- Money
- Cultural and mentality differences; (x2)
- The foreigners have a discrimination tendency between local staff and expats
- Romanian life reality perception; (x4)
- They are not realizing the efforts made to fulfill an objective (arrogant)
- They don't believe in Romanian reality
- They consider that they can use in Romania the same pattern they used in other countries
- Artificial
- They don't trust Romanians; (x3)
- They are not willing to transfer know-how
- Living in seclusion and British coldness
- Arrogance
- Lack of criticism responsive
- Correctness in responsibility evaluation
- Sentimentalism which affects fairness
- In many times the personal interest is more important than some achievements which sometimes maybe are not appreciated at their right value
- Superiority towards Romanians; (3)
- Shallowness
- Individualism
- A sort of lack of acclimatization of work style at Romanian reality
- Natural
- Dynamic
- Lack of a mutual point
- Incapacity to evaluate a situation correctly
- Different understanding of some cultural aspects
- The market misunderstanding
- Too organized and strict in deadlines (but this is actually our problem)
- Apparently is very easy to find a professional expat (is assuming that all of them are), but, basically, is very hard (is proving that only a few of them are)
- Life style
- The tendency to apply patterns in Romania because of the weak understanding of Romanian reality - they pretend that they are implementing occidental standards and sometimes they are not raising even at the Romanian standards
- They don't understand Romanian's way of think / life / work
- Skeptical regarding Romanians' abilities
- The absence of an affective communication - they are very cold
- The distance they are imposing so many times
- To treat us like their equals

- Different mentality because of their education
- Different carrier approaching (I'm thinking to make here a carrier but they know that they will stay only 2-3 years, like an intermediate stage)
- I don't have major collaboration problems with the foreigner staff, professionally speaking
- Sober
- The hardness of understanding some aspects of Romanian mentality
- They are not interfering in problems out of their job
- They are not making enough efforts to understand the Romanian market
- Communication deficiency (because of the partial comprehension of the English language)
- Fighting against the suspicions regarding Romanians generally
- Too inflexible
- Suspicious even when is not necessary
- They are not responding at the "bottom-up" initiatives of the hierarchic inferiors
- To succeed to transmit how business is done in Romania, where the rules are different (like otherwise in whole East Europe)
- Different priorities
- The complex of inferiority they are creating, purposeful or not, to the Romanian staff
- Incapacity to adopt flexible decisions, function of random variables which determine the evolution of the Romanian economic model
- Overspecializing which leads to reject in approaching new ways

(Foreigners about the Romanians) - "My biggest problems in cooperating with my Romanian colleagues are:"

- Understanding each other
- Quickness of service
- Lack of initiative; (x 3)
- Lack of courage, easy stressed
- To understand that efficiency = money
- To be aware that a deadline = deadline
- Open-minded towards new ideas
- They take too little initiatives (too little people with ideas)
- They always do what they want to do
- Still they expect the "company" to support them
- Problems with getting things done
- Problems with good follow-up/through
- An attitude of complaining and waiting for outside solutions versus taking action
- Too much gossip (and usually negative)
- Desorganization
- They do not feel responsible (especially do not care about timings, do not keep their promises)
- They lack efficiency
- Too much respect for hierarchy
- No long vision
- Romanian's problem with taking responsibilities in general
- Their resenting of feeding-back a superior staff
- They have technical background, but no practical experience
- They forget things easily
- They are receptive to training
- They don't react in front of problems (= passive)

- Ensuring comprehension of instructions given in English – not “faults” of Romanians – my problem of communication
- Ensuring deadlines are met
- They lack long term vision
- They lack problem solving skills
- Sales skills, “hunger” for money in salesforce
- Management skills
- They are smart, intuitive and creative, but often do not follow through with the final details on a project
- Working to a deadline
- Teamwork
- Some lack passion for advertising
- Some have nowhere near as much experience as they seem to think they have
- Giving a deserving Romanian responsibility in managing others
- Dreamers
- Difference of culture
- Not fully trusting on foreigners
- Not always being realistically thinking
- They are creative
- They lack planning skills
- Poor organizational skills
- Time management
- Order taking mentality, poor team ability, expecting the boss to give orders
- Having problems to understand the boss as coach giving tasks to be solved, not orders
- Running with too much peanuts to the bosses, instead of questions to be decided
- Their acceptance of bad situations – “That’s just the way it is!”
- Finger pointing, covering their backs rather than trying to get things done
- Some smell very bad (garlic !)
- None compared to any other foreign country (14) I worked in
- Focusing enthusiasm towards achievement
- Generally weak commercial knowledge
- Matching the deadlines
- Keeping their word; (x 2)
- No problem that can be pointed out as being due to the fact that they are Romanians => no cultural shock
- They are very patriotic
- They are not nationalist
- Not enough brainstorming
- Birfa
- Getting them to see the big picture
- Low sense of responsibility
- Low sense of honesty
- Devoted to the “titans”
- Old Romanians (older than 25) are not able to change their skills, they are too much devoted to the “old system” and their managers
- Lack of individual initiative / responsibility / ownership in business.