



HOW TO MANAGE VIETNAMESE EMPLOYEES

EQ Business Solutions

PERSONAL PROFILE

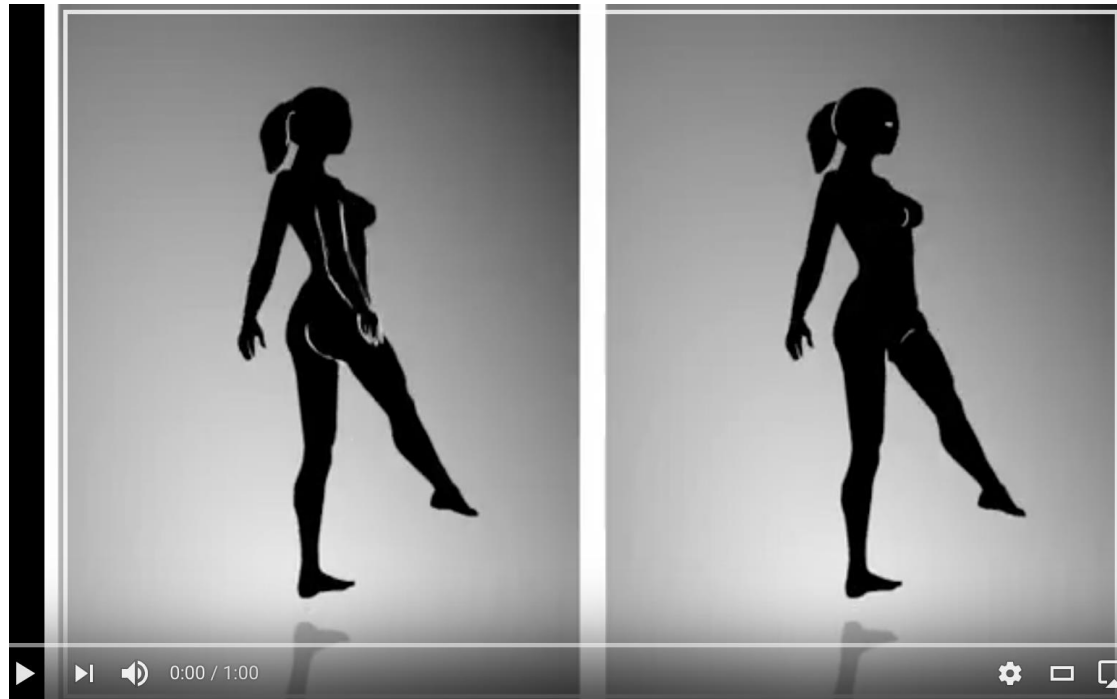
Name: Friedrich Weiss

Age: 50 years old, married and soon father

Working experience:

- ❖ In total 30 years - 20 years in banking and 10 years in consumer lending industry
- ❖ 20 years in top management functions
- ❖ Country experience – Austria, Czech Republic, Slovakia, Croatia, Serbia, Romania, Ukraine, Russia, Kazakhstan, Indonesia, Philippines, India and Vietnam
- ❖ Last positions: CEO of Home Credit Vietnam (over 8000 full-time employees) and President Asia Home Credit responsible for the region Asia (over 30.000 full time employees)
- ❖ Nowadays Chairman and Founder of EQ business solutions

VERY OFTEN WE BELIEVE THAT WE ARE RIGHT



<https://www.youtube.com/watch?v=i-yhtXAzYwc>

GENERAL UNDERSTANDING OF VIETNAMESE CULTURE

Status, Role, Prestige

1. Education (In Vietnam, professions that are high status include doctor, professors in university)
2. Wealth (becomes more and more important)
3. Age (older people are treated with respect)

Respect is in Vietnamese culture a core element

1. Loud and aggressive feedback should be avoided
2. Strong emotions are not shown and are considered as not adequate

GENERAL UNDERSTANDING OF VIETNAMESE CULTURE

General behavior

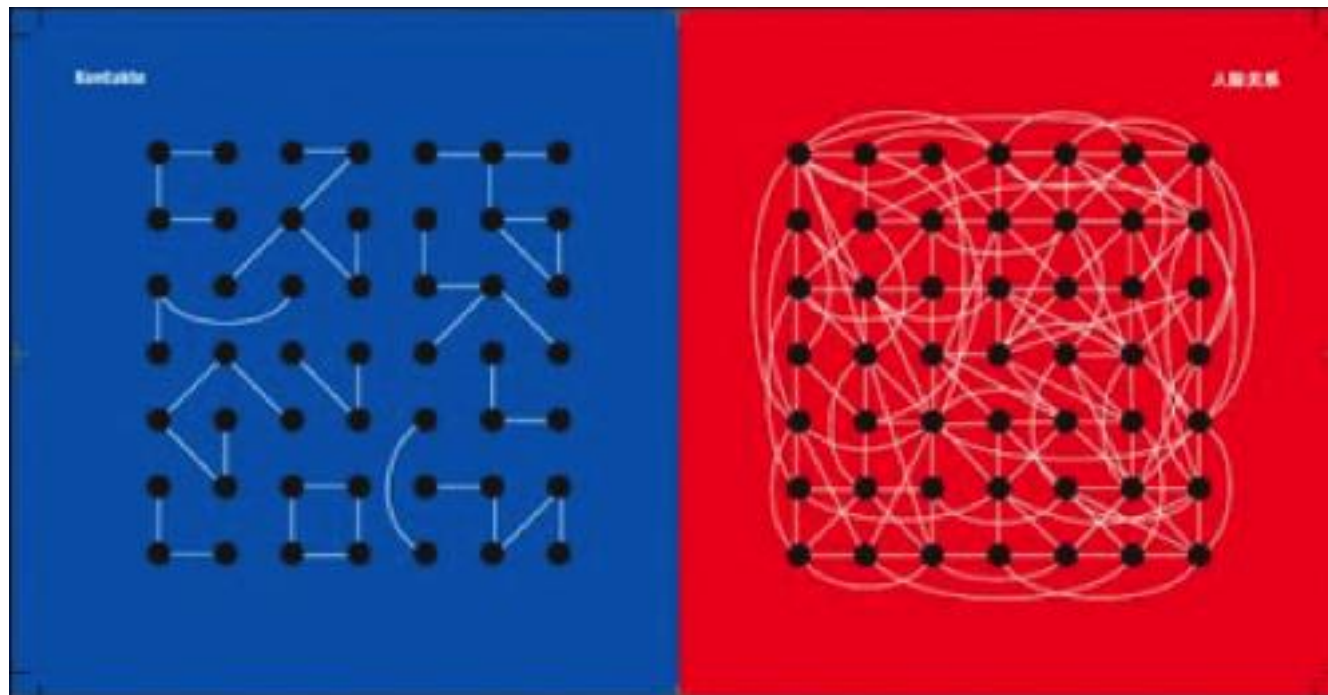
1. A smile is quite natural in Vietnamese culture but do not interpret it as happiness or agreement or as a flirt
2. Vietnamese are very polite and calm but they could be like an Vulcan if it too much they tend to over-react.
3. Never break a promise – this will be considered as serious violation and the trust is broken – very difficult to build again the basis for trust
4. Punctuality in private life is not their strong point usually they come late – but in business they accept to be on time, when your staff is not on time then you do something wrong
5. Never summon a person with the hand or finger in the upright position – it is only adequate for animals but very bad for people. The hand or fingers must face down
6. Speaking loud with extensive gestures is considered as rude especially for women

TOPICS WHICH CAN BE SENSITIVE

1. Politics – you do not know what they really think about it – so avoid it you can not win
2. Differences between North and South Vietnam – Northern people are even more patriots than Southern people, they believe that they are the elite of the country and they do not like so much southern people. The southern people believe that they are the better in business and they also do not like so much the Northern people
3. China – I have never heard that Vietnamese like Chinese or Chinese products but on the other hand they are big business partners

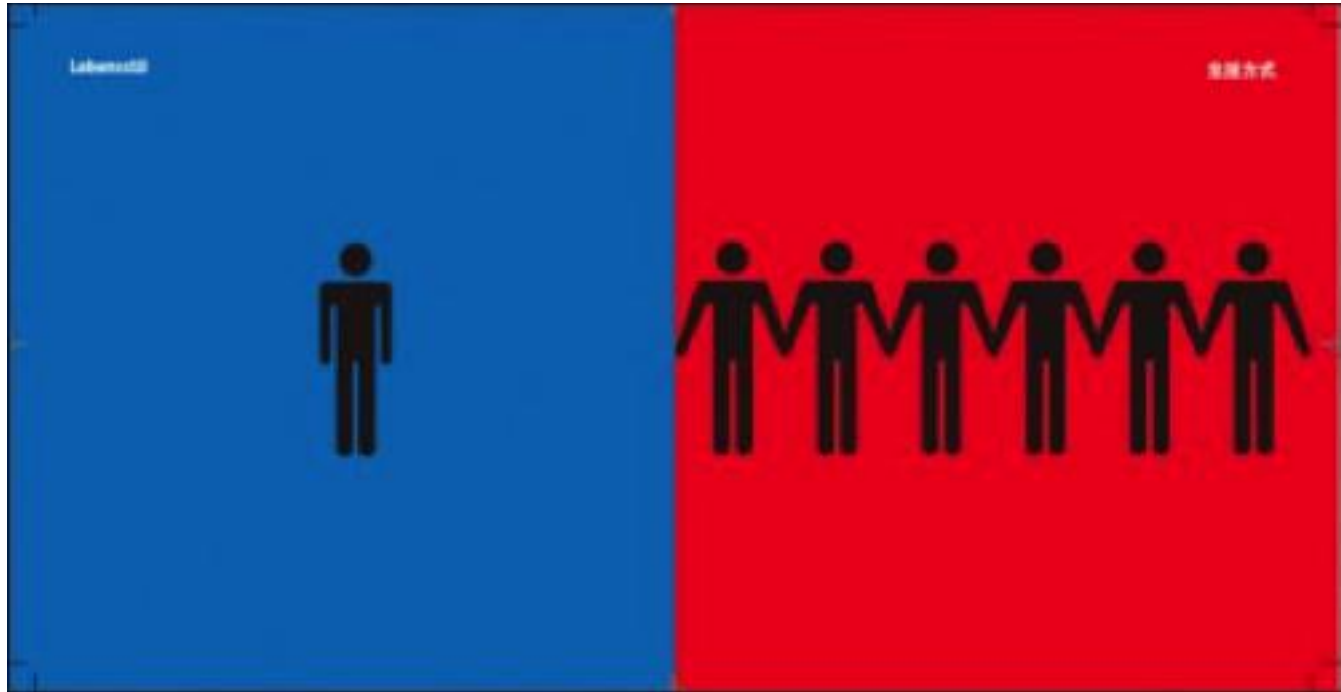
LIVE STYLE OF VIETNAMESE

Personal Relationship



LIVE STYLE OF VIETNAMESE

Lifestyle



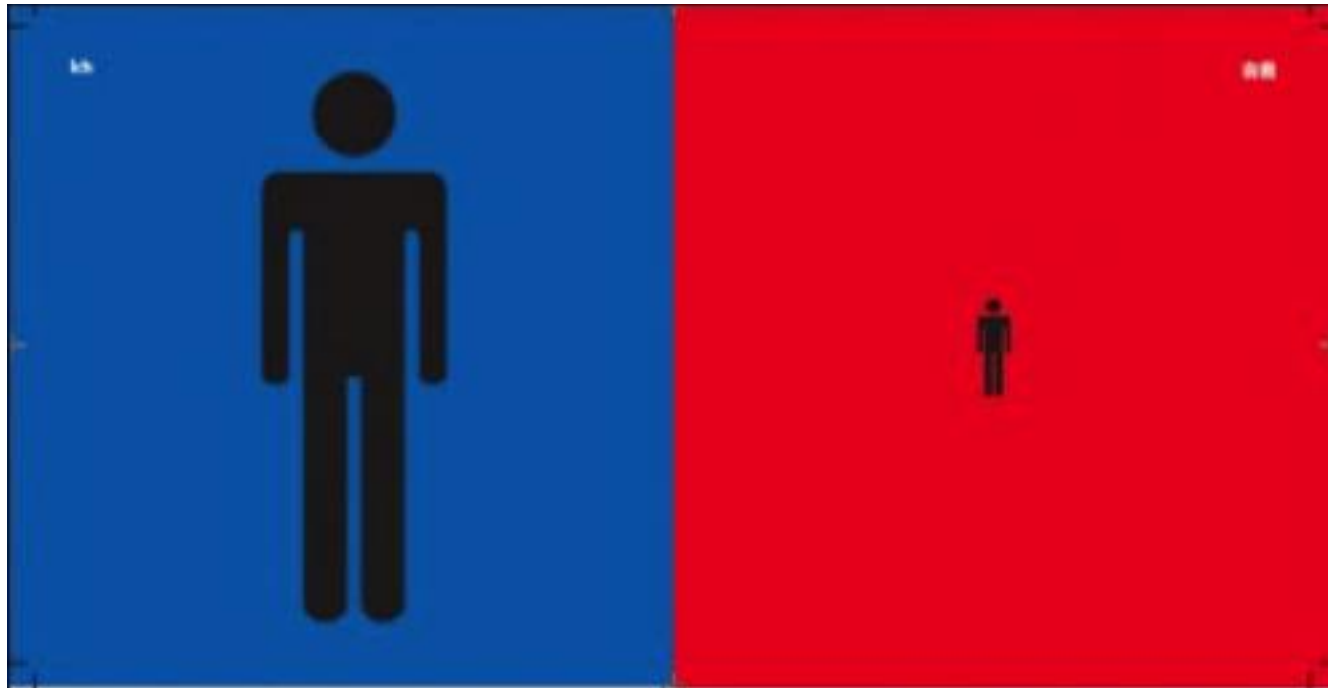
LIVE STYLE OF VIETNAMESE

Old Man's Life



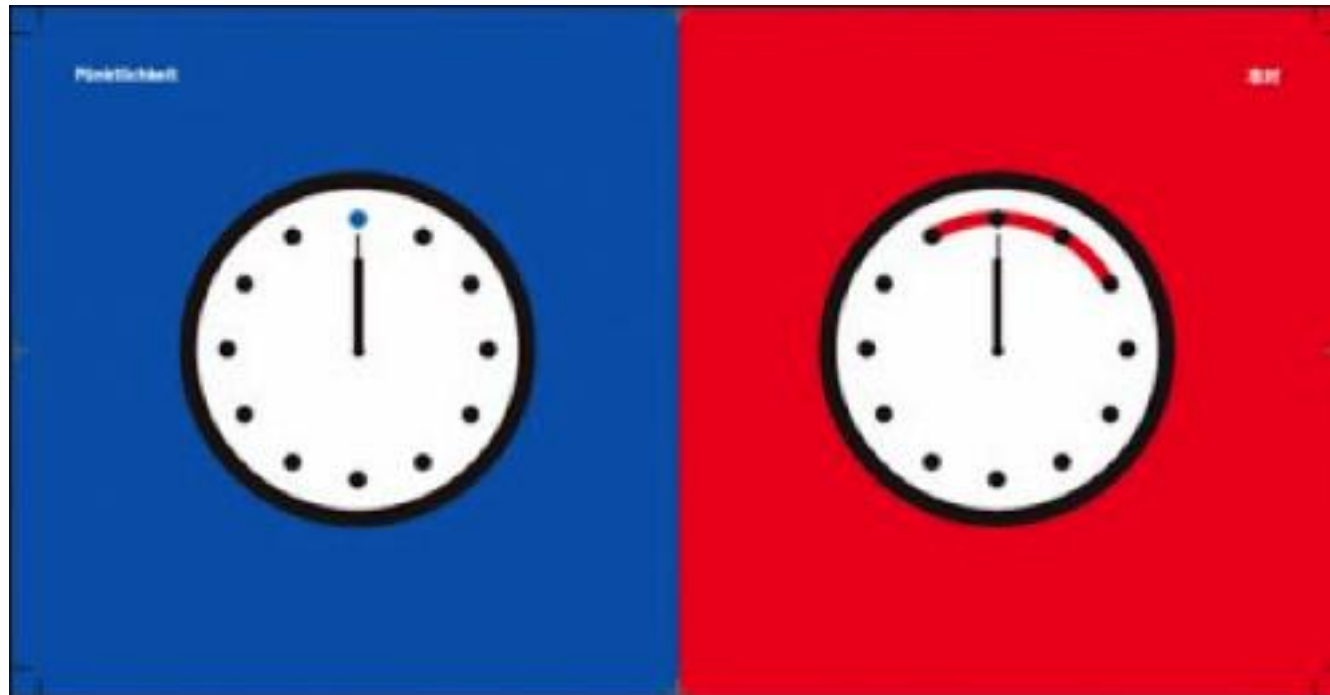
LIVE STYLE OF VIETNAMESE

Self-Ego



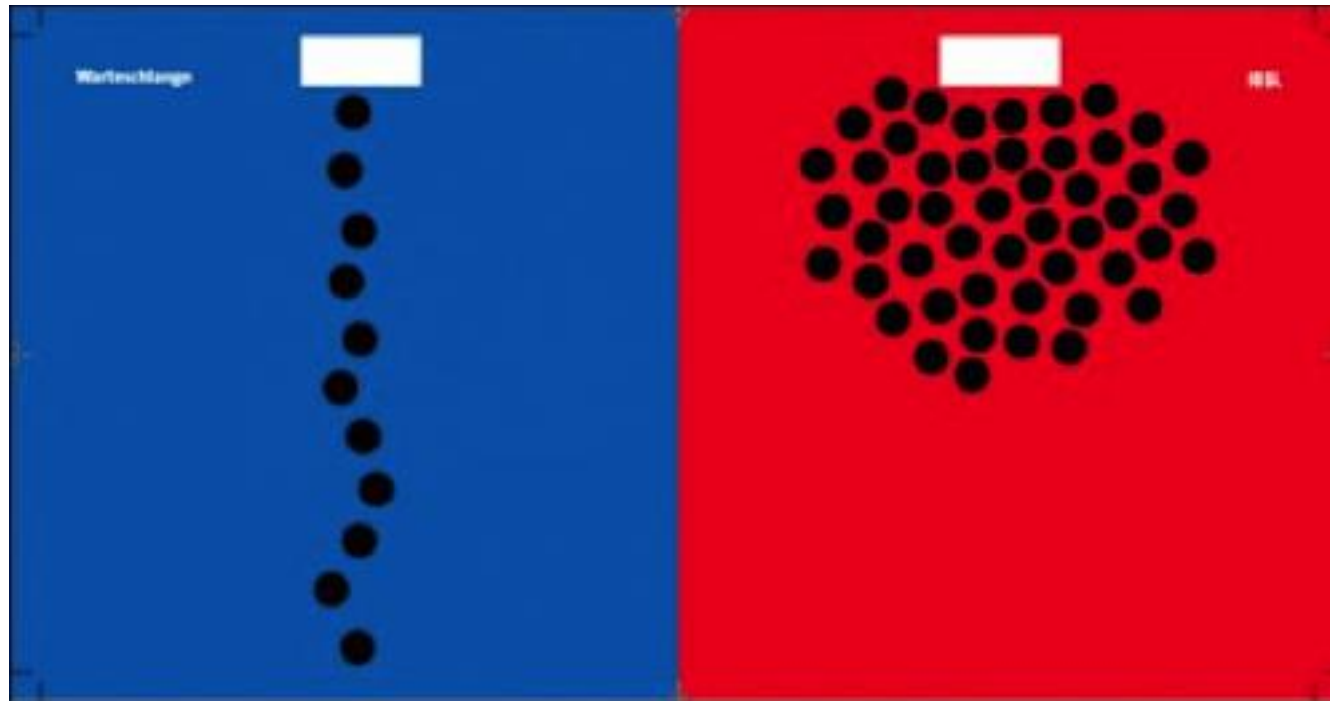
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Punctuality



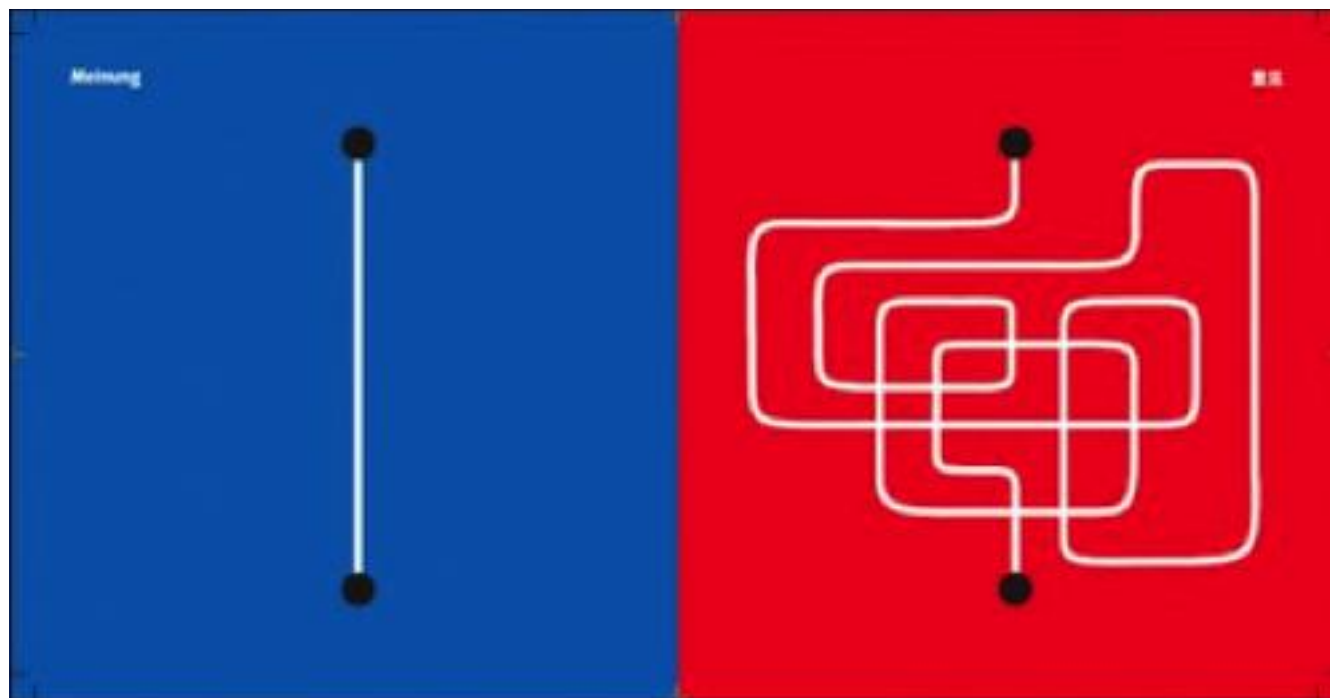
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Queuing



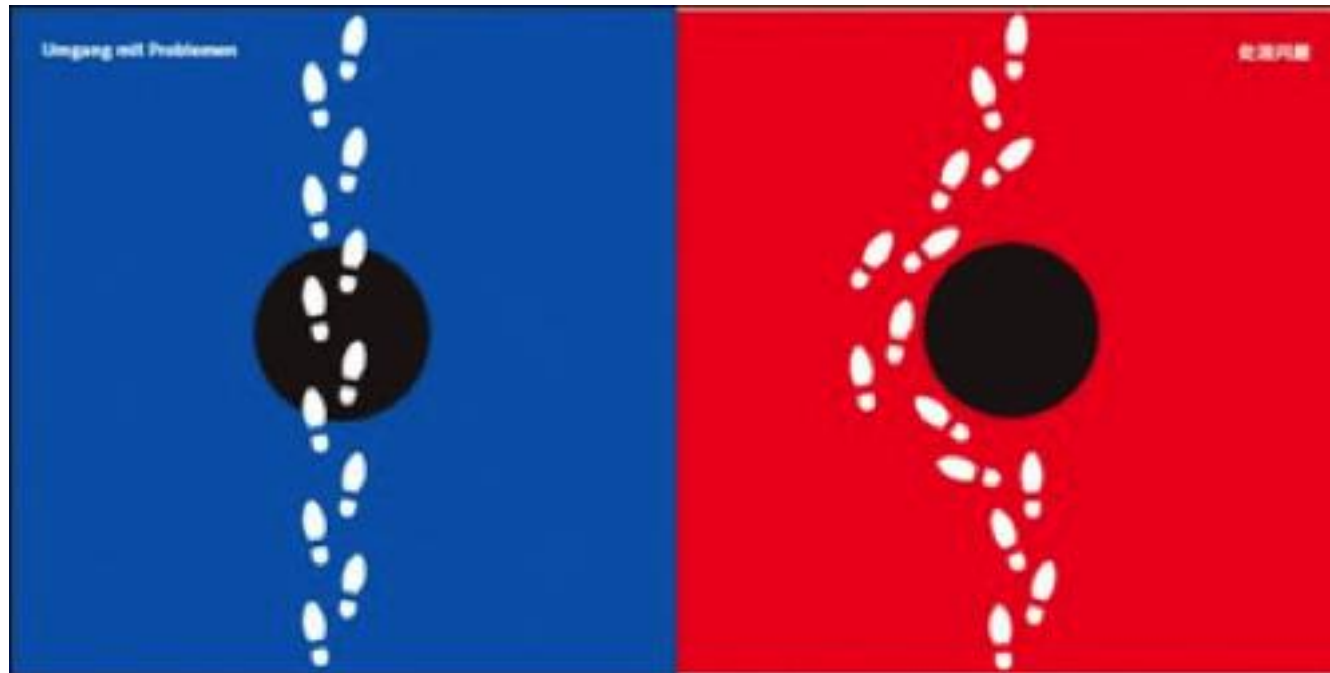
LIVE STYLE OF VIETNAMESE

Opinion



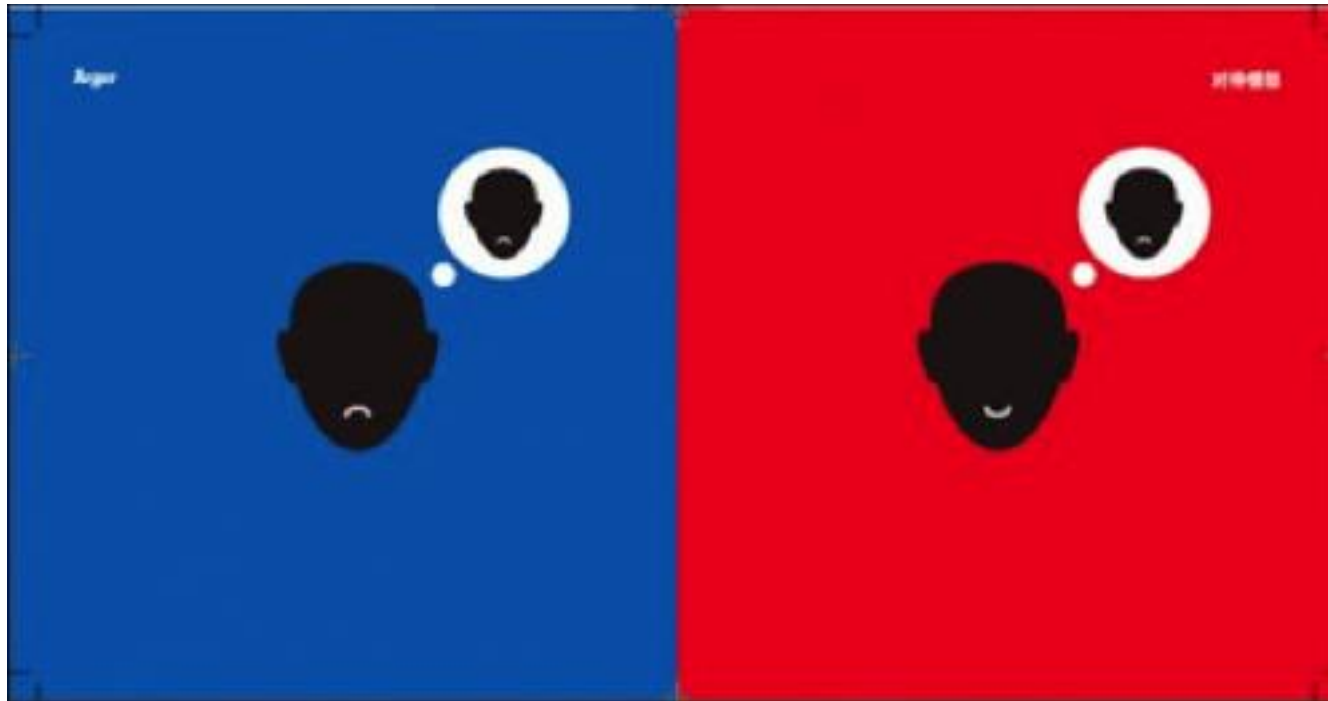
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Problem Solving



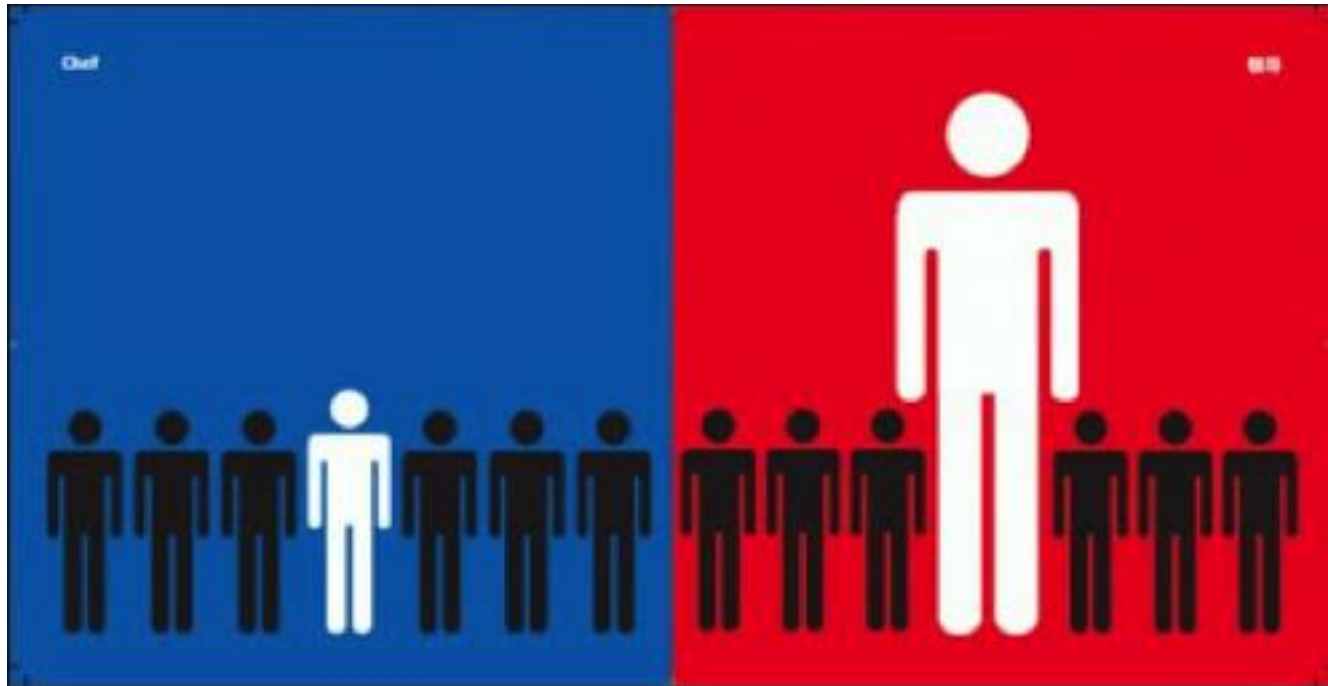
LIVE STYLE OF VIETNAMESE

Anger



LIVE STYLE OF VIETNAMESE

Boss



FIRST TOUCH WITH VIETNAMESE

1. They do not trust at the beginning – mainly foreigners
2. You have to earn their trust
3. They have a extreme good feeling for people – so it is important to be honest and they do not like actors
4. They do not like arrogant people
5. They don't like people who speak too loud and try to put them into the center of attention
6. They appreciate distinguished people with a deep knowledge
7. They like friendly people

ROLE OF THE BOSS

1. Boss has very high acceptance
2. But Vietnamese demand also a lot from their boss
3. Has to know his business better than his employees and must help solving problems where employees get stucked.
4. Educates and informs his staff on regular basis
5. Must lead by example and must keep all promises
6. Must defend his employees
7. And he must spend also some of his time in private life with his staff

GIVING THEM TASKS

1. Make really sure that your employees understood the task – they will always say yes but it does not mean that they understood the task or the topic what you were talking about
2. Check by questioning if the task was understood and involve employees to explain once more the task to you
3. Involve also the employee actively to bring in his ideas to fulfill the task – make him part of the solution – but again make sure that you accept his approach or not and explain the reason
4. Agree on deliverables and agree on clear deadlines

DEADLINE MANAGEMENT

1. As we said communicate clear deadline and get the employees REAL agreement
2. Do not forget to check the progress of the task even when the deadline is far away
3. Provide regularly feedback according to the progress of task and if there are some deviations help the employee to understand what he can do better to achieve the desired result

FEEDBACK

1. Providing regular feedback is very important
2. But the form of feedback is critical
3. Avoid to give negative feedback when other persons are present
4. If it is not avoidable then do it very carefully so that the employee will not lose his face
5. If you have the possibility to speak with the employee alone – then it can be more direct – but avoid wild gestures, being loud and aggressive
6. Important is that you focus on facts and make sure that the employee understands the feedback and does not only pretend

AGREEMENTS

1. Employees usually keep agreements
2. Pre-condition is again that they really understood the task and that you got a real agreement
3. They expect from you as boss that you keep all your agreements – they take it as a promise and they will not forgive you – because you are the boss

ACTIVE PARTICIPATION

1. Active participation in a project or discussion is the weakest point
2. Education trains them to act differently – they act always in teams and they do not want to take the lead when the boss is present
3. In some games you can see that Vietnamese are very active and creative
4. So the secrecy is to involve them in the process by arranging tasks as games and in groups – otherwise you will face a quite group of Vietnamese only listening to you and they will even not express their thoughts
5. Gamification and Group Work are the magic instruments

AT THE END ONE ADVISE

What worked in all countries for me.

1. I treated people always how I like to be treated
2. I respected the cultural differences
3. And I used always a language which is very people orientated which targets the hearts of the people

THE POWER OF WORDS



<https://www.youtube.com/watch?v=CNhYbJbqg-Y>