



Kulttuurien kohtaaminen

Koripalloliitto

Nuorisovalmennusseminaari, Kisakallio

10.1.2026

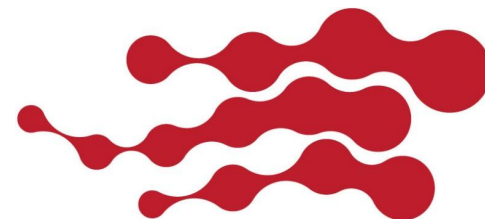
Riku Laanti



CrossCulture
part of Richard Lewis Communications



CultureActive

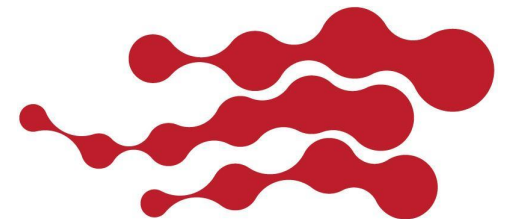




“If something works in one culture, there is little chance that it will work in another.

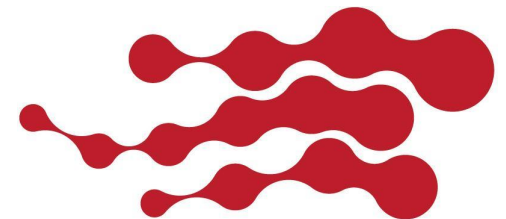
Even with experienced international companies, many well intended ‘universal’ applications of management theory have turned out badly.”

Fons Trompenaars



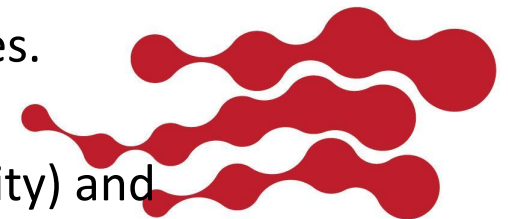
Henrik Dettmann, ex-Head Coach of the Finnish and German national basketball teams

“To understand cultural differences will help a coach both on court and off court. Successful coaches network and influence internationally.”



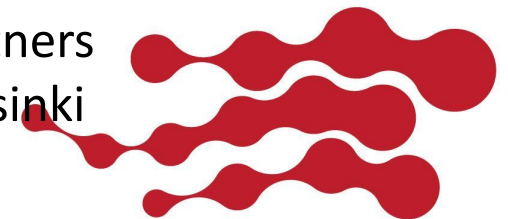
Riku Laanti, Cross-cultural Trainer and Coach

- **Basketball** - Ex-basketball player: 10 years in the Finnish Top League. In addition, some international games in the Finnish national teams at senior and junior level, and in club competitions, including some European cup competitions. Today a basketball fan, senior player (ikä mies), junior coach at ToPoLa (Boys 2010 and 2011), and more recently also ToPoLa's Executive Director (toiminnanjohtaja).
- **Business** - Riku's business career has included senior manager positions in Finland and internationally since 1992
- Riku has provided consulting and training services to governmental organisations and multinational companies in various industries, such as chemicals, education and research, energy and environment, entertainment and media, food, ICT, life sciences, machinery/manufacturing, mining, pulp and paper, retail, services and sports.
- He has worked with people from more than 50 countries.
- **Academy** - PhD in International Business and Strategy (Adelaide), MSc in International Business (Aalto University) and MBA in Finance (Aalto University)



Riku Laanti, Cross-cultural Trainer and Coach

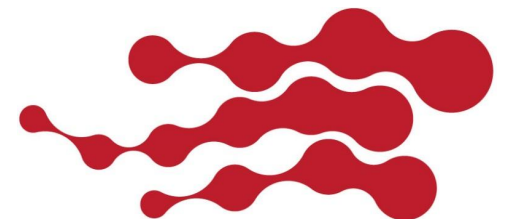
- Academic career has included teaching at Universities in Finland, Australia and Asia, and publishing international journal articles, book chapters and conference papers in the topic of strategic management, international business and cross-cultural management
- **Cross-culture in Sports** - Riku has provided cross-cultural coaching programs and training to coaches, athletes, sports managers and referees in various different sports. This has included participation in the Finnish Football Associations UEFA Pro program, training for FIBA's Nordic referees, training sessions to the Finnish Basketball National Team Susijengi, teaching in several different Finnish Sports Institutes and university level Sports Management programs in Finland and internationally, presenting in coaching and sports management seminars, and consulting individual coaches and athletes about the topic. Cooperation partners have also included Finnish Coaches Association, O9 Helsinki Human Rights/MOK Program, SportSpot and Walter ry.





Content

- Why there is a need for coaches to understand cultural differences?
- What is culture (and what it is not)?
- The Lewis Model as a framework to understand cultural differences
 - Improve understanding of other cultures, but also about one's own culture
- Some case examples from different sports
- Summary: Golden rules for interacting with people from other cultures
- Q & A

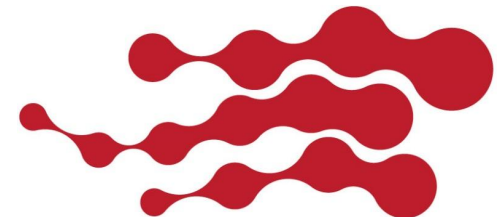


Martti Kuusela, TV commentator and ex-Football Coach

- *“Understanding cultural differences is extremely important for a coach in team sports in an international environment, as cultural differences are emphasised in sports teams.”*
- *“Knowing the cultural background of the team, individual players, is important, as the role of emotions in decision making and communications may vary based on cultural background. A coach needs to ‘read the players’, know the players.”*
- *Players I have coached have had very different views about management, discipline, communications, how to provide feedback and approach to time.”*

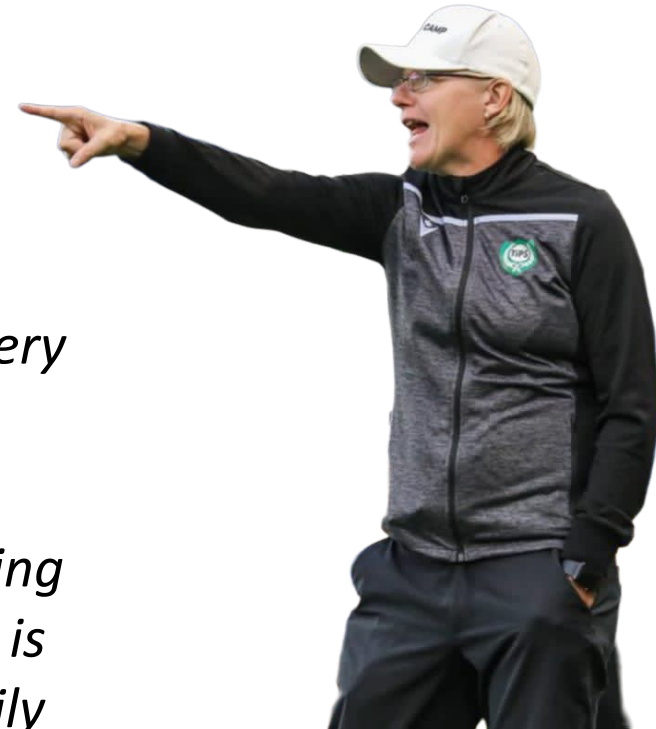


Ex-Head Coach of the Finnish national team.
Finnish and Hungarian Championships as a coach.
Coached in Finland, Denmark, Belgium, Hungary, Greece and Cyprus. In addition lived in Germany, where received a Germany's Football Federation's Fussball-Lehrer degree in coaching.
Has coached players from more than 30 countries

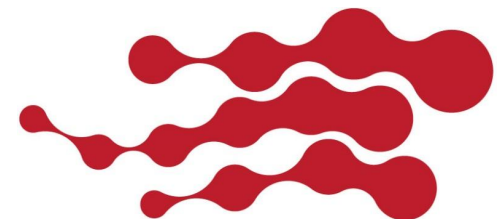


Pauliina Miettinen, Football Coach, currently KuPS (National League)

- *“Understanding cross-cultural differences is extremely important for a football coach. I have made mistakes for not understanding enough about the other sides’ culture. For a coach it is very important to understand [what motivates a player].”*
- *“The topic of cross-culture is also a very interesting one. We have our own culture, but necessarily it is not the “right thing”. Our culture is not necessarily the better one. Everyone thinks the same about their own culture.”*



Played as a goalkeeper and has coached, both in Finland and the USA. Many championships in Finland as a player and as a coach. Played also in the Finland National Team in 1992-2004. Has worked with players and/or coaches from Australia, Brazil, Canada, Denmark, England, France, Germany, Iceland, Italy, Nigeria, Norway, Spain, Sweden and the USA.



Different Cultures –

Different Communication Styles? ^{1/2} (videos)



Different Cultures – Different Communication Styles? 2/2 (videos)



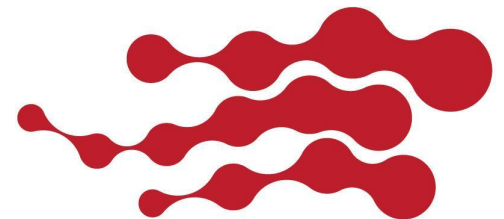
Language

"If I'm selling to you, I speak your language.

If I'm buying, dann müssen Sie Deutsch sprechen"



Willy Brandt, former German Chancellor



Language

- Spoken
 - Verbal cues
 - Language structures perception of world
- Unspoken
 - Body language
 - Personal space

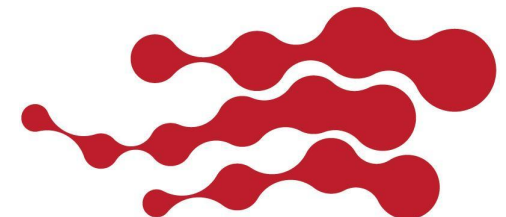


“Many professionals err in assuming it is enough to speak a common tongue when speaking with people from other cultures.

In fact, spoken language is only 30% of communication”

Denis LeClerc, professor of cross-cultural communication at Thunderbird School of Global Management in Arizona, USA

Source: BBC: Culture shock: How to speak business anywhere, by Karina Martinez-Carter, 7 October 2014





What is Culture?



What is Culture?

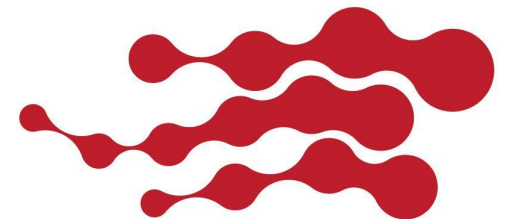


“People in different cultures share basic concepts but view them from different angles and perspectives, leading them to behave in a manner which we may consider irrational or even in direct contradiction of what we hold sacred.”

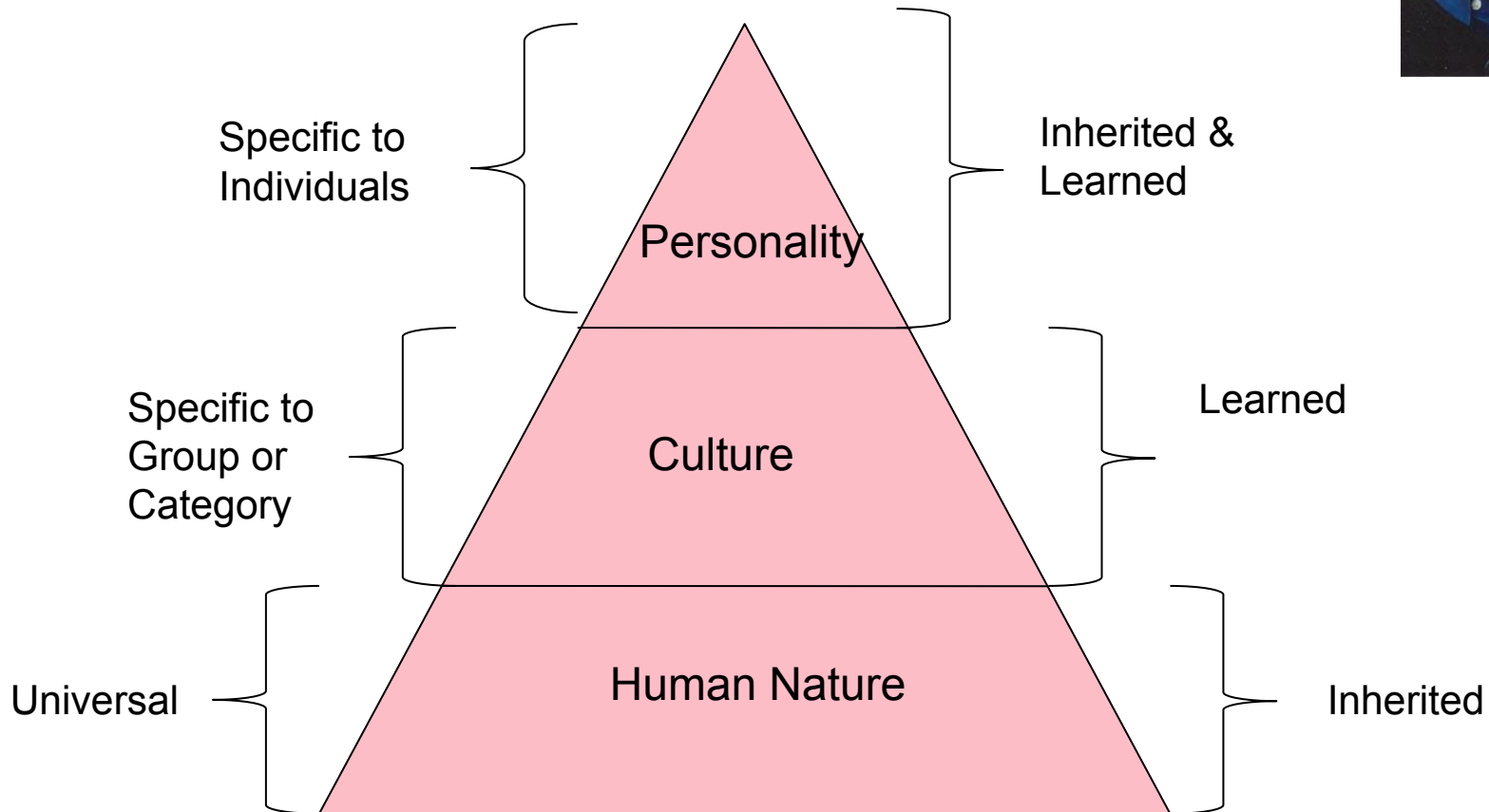
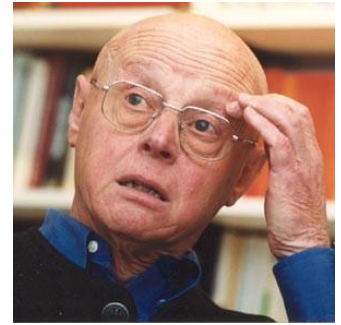
Richard Lewis



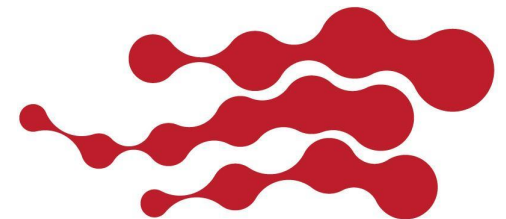
CrossCulture
part of Richard Lewis Communications



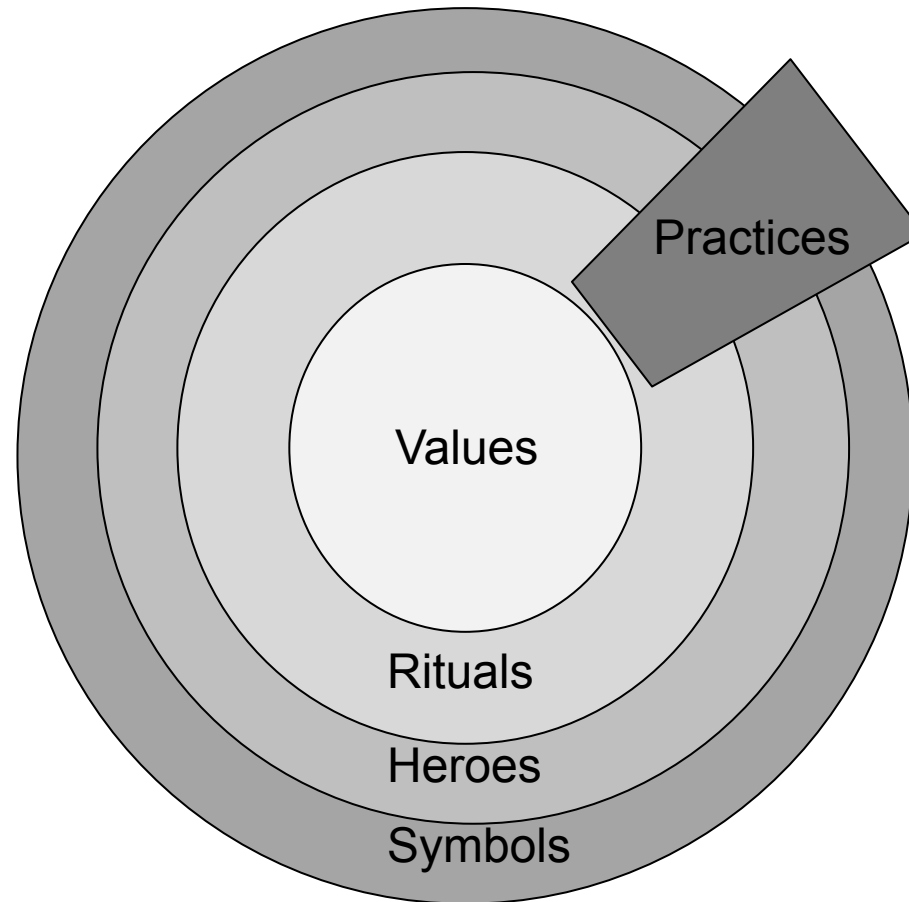
What is Culture?



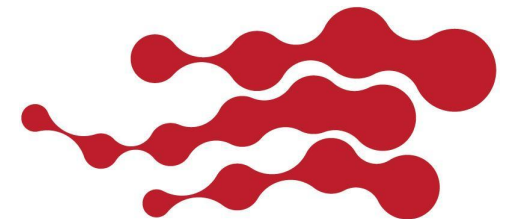
Hofstede, G. (1991). *Cultures and organizations: Software of the mind*. London: McGraw Hill.



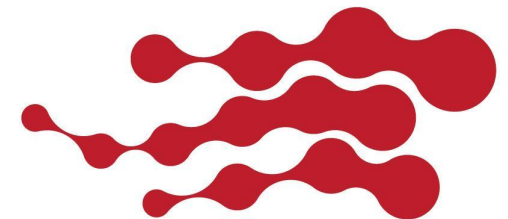
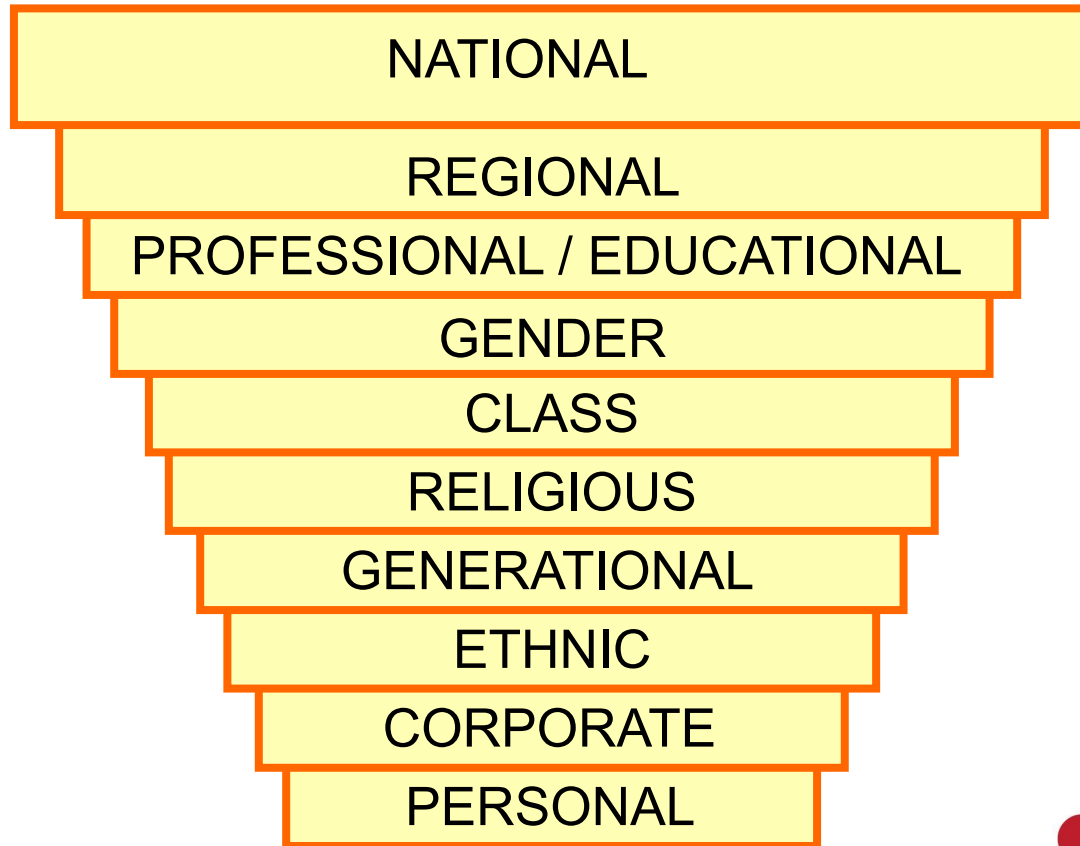
Culture 'Onion' – Layered Model



Hofstede, G. (1991). *Cultures and organizations: Software of the mind*. London: McGraw Hill.



Layers of Culture

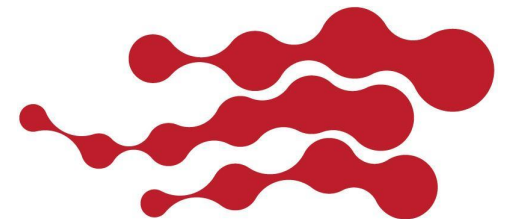


Andrea Petkovic, Tennis



When asked how German she feels, Petkovic replied, *"Obviously I'm German, but I always say my soul is still Serbian. Germans are generally more cool, reserved. I'm very emotional, have lots of fire in my personality. In that sense still feel very close to my heritage. For all that, there is much to appreciate about Germany. I feel like I am part of the 'system' and feel very rooted there."*

Source: "Getting To Know... Andrea Petkovic". *Women's Tennis Association*. Retrieved 20 August 2011.

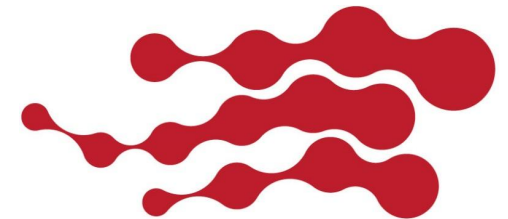


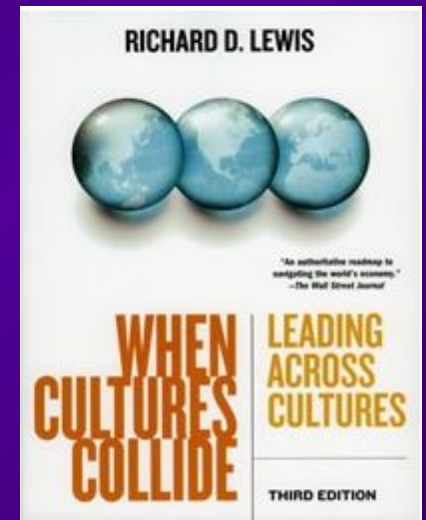
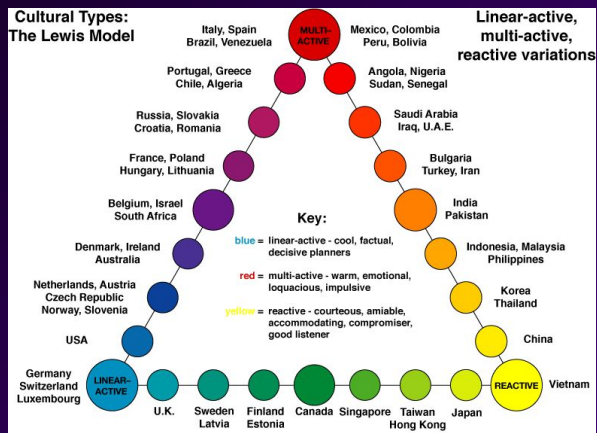
Zlatan Ibrahimovic

- Born in Rosengård, Sweden
- Bosnian father and Croatian mother
- Swedish values (Lewis Model)?
 - Conceals feelings
 - Compromiser
 - Law abiding
 - Sense of correctness
 - Diplomatic
 - Avoids confrontation
 - Seeks consensus
 - Fond of meetings
 - ‘Lagom’ (just the right amount, enough, sufficient, moderation)



Zlatan's Tweet on 13.5.2016: *"My last game tomorrow at Parc des Princes. I came like a king, left like a legend."*





The Lewis Model

(Richard Lewis / Richard Lewis Communications)

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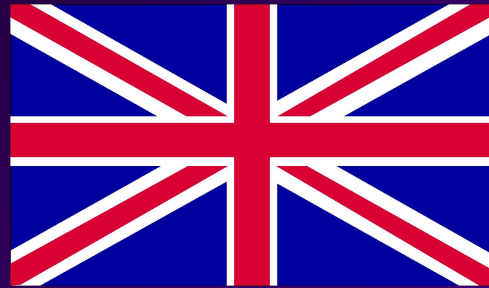
Fundamentals of Communication





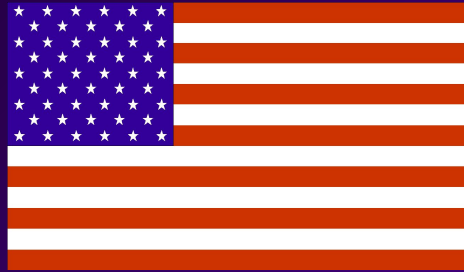
GERMAN

"I don't agree"



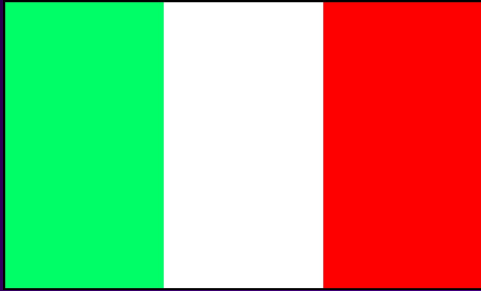
ENGLISHMAN

“Hmm, that’s a very interesting idea”



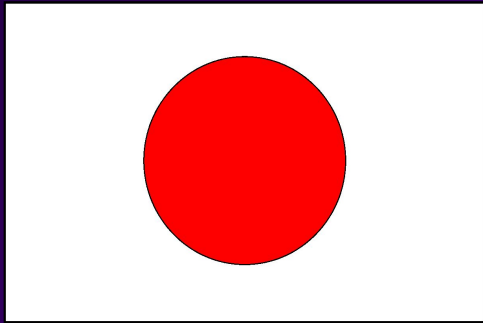
AMERICAN

"You gotta be kidding"



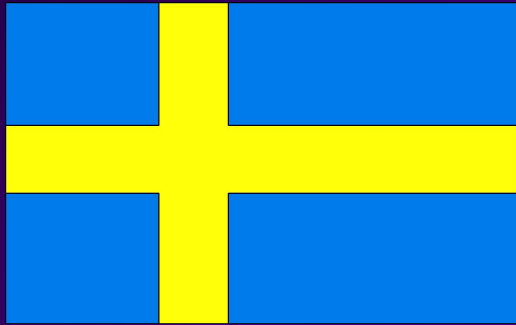
ITALIAN

**“Let’s go and have a Campari
and talk about it tomorrow”**



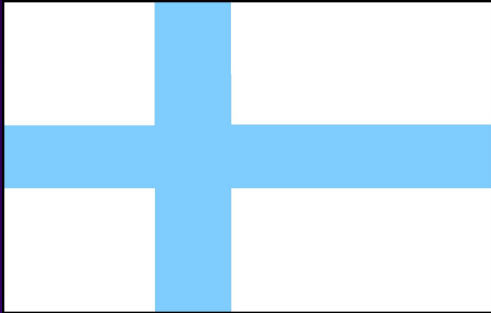
JAPANESE

"I agree."



SWEDISH

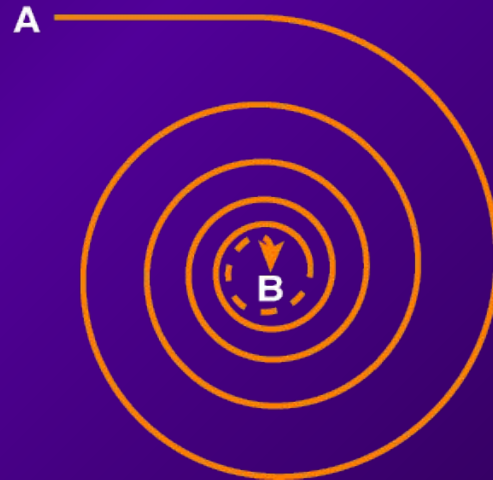
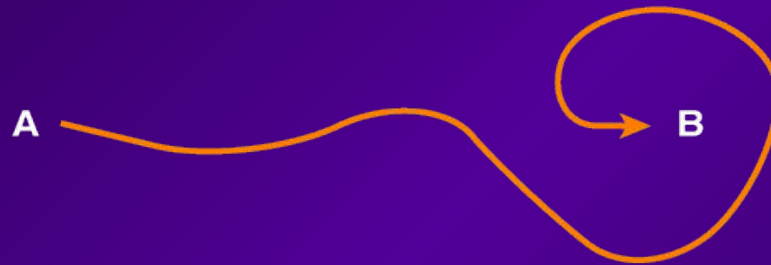
“Let’s arrange a meeting”



FINN

“
.....”

Getting to the point



Areas of Cross Cultural Misunderstanding

- 1. Values**
 - core beliefs
 - national characteristics
 - attitudes and world view
- 2. Communication patterns**
 - speech styles
 - listening habits
- 3. Concept of time**
- 4. Concept of space**

Bus Queue



Bus Queue





HUMAN MENTAL PROGRAMMING

Human Mental Programming

– UK –



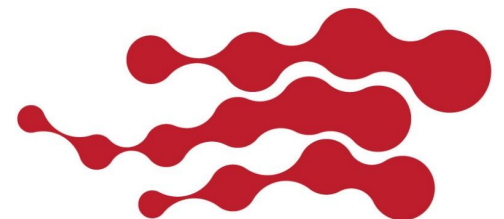
Human Mental Programming

– Germany –



Mikko Koivisto, ex-Susijengi player

- In addition to Finland played and lived in the USA, Germany and Turkey. Coaches and teammates from about different countries.
- *"In Germany people are punctual. Strict structure with everything and things are taken care of. In Turkey things are not so straightforward and take more time."*
- *"[The working culture] in Germany is much more hierarchical than in Finland."*
- *"It is appreciated if you pay attention to fans. If you can speak their language, even a little bit, it will have a very positive effect."*



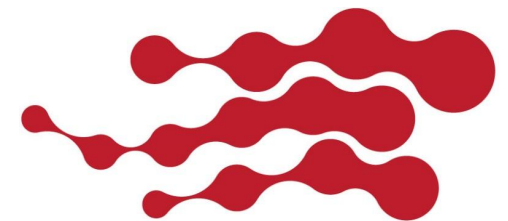
Human Mental Programming

– USA –



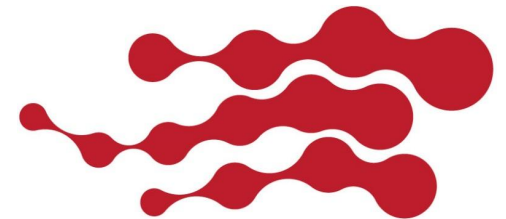
Shawn Huff, ex-Susijengi captain

- In addition to Finland played and lived in the USA, Greece, Italy and Germany
- *"In Finland everyone have always perceived me to be an extrovert, outgoing person. However, when I moved to the US I was asked why am I so quiet and shy."*
- About overlapping in turn taking / interruptions in discussions: *"It feels that you [need to] overlap the speaker, interrupting him/her."*



Tuukka Kotti, ex-Susijengi player

- In addition to Finland played and lived in the USA, Italy and France.
- *“In the beginning, it would have been great to have a better understanding of how to make small talk, and that you can interrupt others, overlap in turn taking, or you even must do so [to be able to say anything].”*



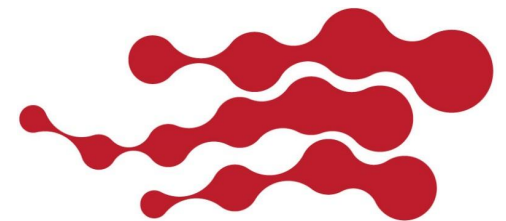
Human Mental Programming

– Italy –



Tuukka Kotti, ex-Susijengi player

- *“In Italy people are open and warm, but things take more time, and occasionally things are not working well, are in the state of neglect. Time schedules are much more flexible. Being 15 minutes late is typical. In addition, [all the] hugging and kissing is also very different.”*



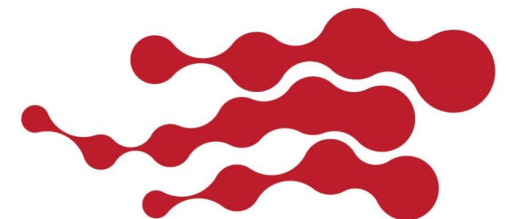
Human Mental Programming

– Finland –



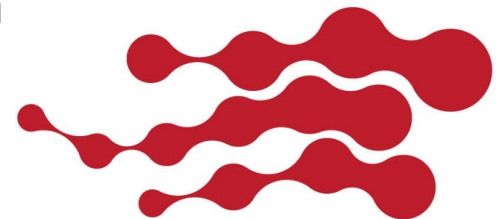
Erik Murphy, ex-Susijengi player

- Played and lived in the US, Finland, Turkey, France, Germany and Japan. Coaches and teammates from 20 – 25 different countries (including Africa and Asia).
- Cultural differences that I have noticed: *“Quietness. Americans are much more outspoken. Finns hide their feelings more. (I may have taken that from Finnish culture.)”*
- *“Finns have [longer] pauses in their speech. They take time to respond, think before they speak. This is different in the USA.”*
- *“Finns also follow rules very strictly. For example, no jaywalking when red lights.”*
- *“When you move to another country and/or play in an international environment, you need to have an open mind and embrace it.”*



Ari Tammivaara, basketball coach

- Finnish national team 2001-2003
- Coached professionally in Finland and Germany
- In Germany
 - USC Freiburg 1998 – 2001
 - Mitteldeutscher BC 2004- 2007
- Had to organise a media event in Germany as some stakeholders questioned his behaviour during games – *“by not being enthusiastic enough”*. This was interpreted that he did not care enough about the team and winning. In fact, the behaviour was based on coaching philosophy, and clearly cultural differences in communication also played a role.



Elina Aarnisalo, UCLA (> North Carolina) and Susiladies (Finland women's national basketball team)

About living and playing in the US: *"Different communication style, both on court and off it, brings challenges. It was a culture shock, coming from Finland. People are so social and talk so much, which is different that I am used to in Finland"*.

"Haasteita tuo myös erilainen kommunikointityyli niin kentällä kuin sen ulkopuolella. – Olihan se vähän semmoinen kulttuurišokki tulla Suomesta tänne. Ihmiset ovat niin sosiaalisia ja puhuvat tosi paljon, mikä on vähän erilaista kuin mihin itse on tottunut Suomessa." - Määrätietoisesti kohti huippua (YLE 30.3.2025), photo Johanna

Born in 2005. Junior club Tapiolan Honka, Espoo, Finland.

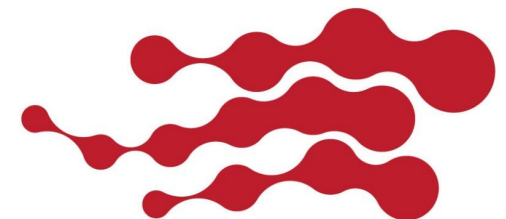
Finland women's national basketball team, 2021-

Tapiolan Honka and HBA, Finland's Women's Basketball League, 2020-2023

Kangoeroes Mechelen, Belgium Women's Basketball League and Euroleague, 2023-24

UCLA, NCAA division I, 2024-25

North Carolina, NCAA division I, 2025-26

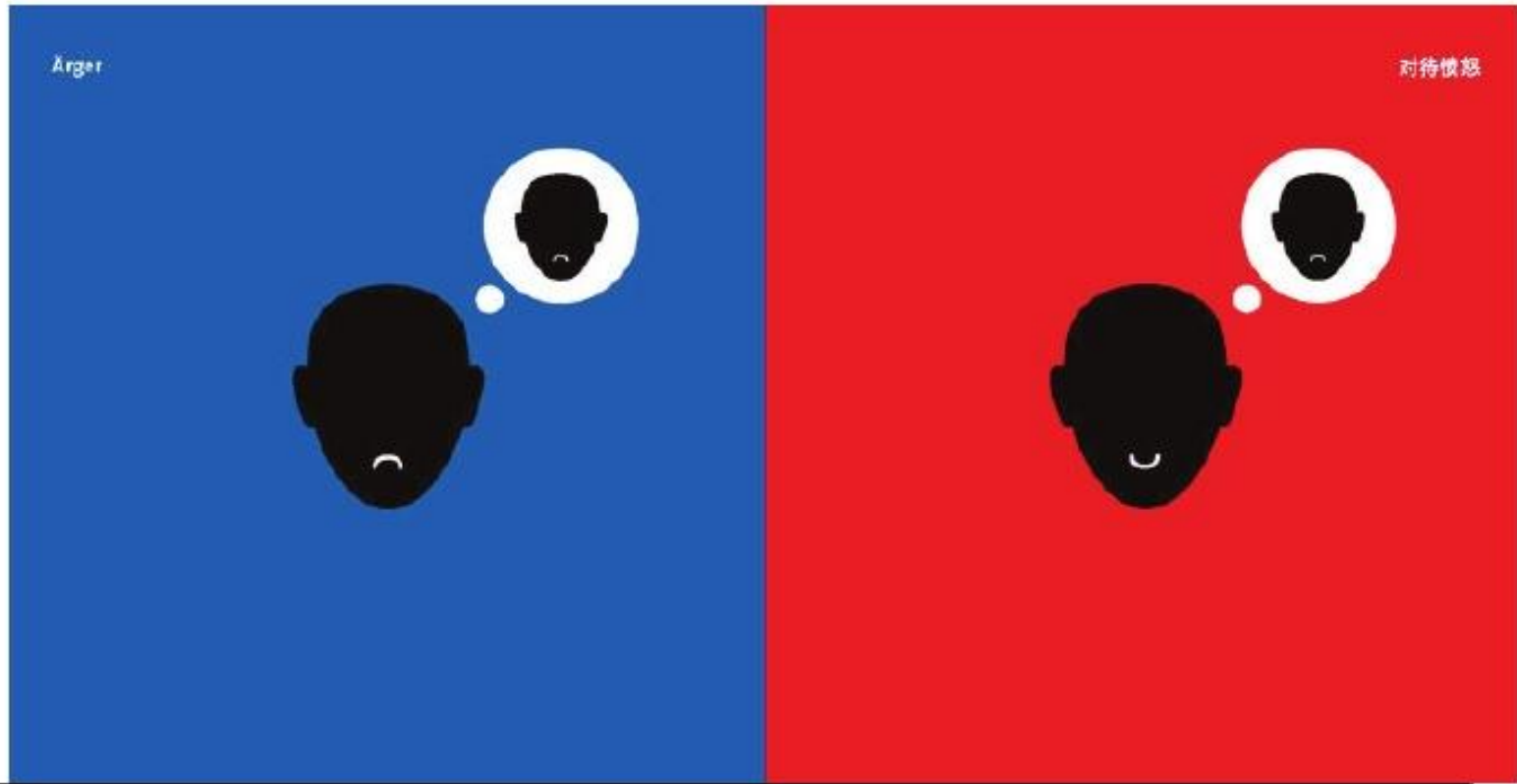


Human Mental Programming

– Japan –



East Meets West - Anger



Source: Yang Liu: East Meets West

Human Mental Programming

– Russia –

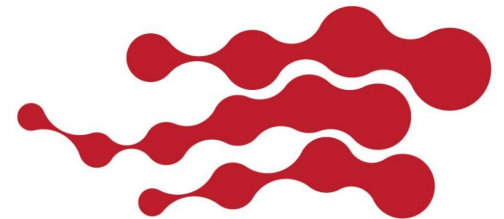


Aleksei Eremenko Sr., football coach e.g. earlier at FF Jaro, Veikkausliiga

- *“Finns are shy. Closed to outside world. More individualistic. It takes time for a Finn to open, relax. Finns express motions differently. For example, Finns work their negative feelings internally. They do not share (their thoughts/concerns with others). Whereas Russians discuss and do not keep anger inside. Russians will get negative feelings out of their system.”*



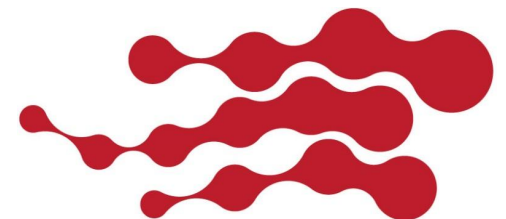
Born in Soviet Union in 1964. Played professionally in Soviet Union, Finland, Greece and Norway. Moved to Finland in 1990. Finnish citizenship in 2003. Football coach in Veikkausliiga since 2009. In 2015 FF Jaro's roster had players from Finland (including Finnish Swedes), Brazil, Canada, Democratic Republic of the Congo, Guyana, Ivory Coast, Kenya, Mexico, Sweden and Russia.



Aleksei Eremenko Sr., football coach e.g. earlier at FF Jaro, Veikkausliiga



- *“Finns work very strictly, in a disciplined way. You can rely on Finns and on what has been agreed with them. Coffee break is exactly 15 minutes. You get your salary at the end of the month. Finns do what has been agreed on – no extra, no less. In Russia, if the task is boring, there will be more breaks, or they even leave (the task) undone. This applies to workers in a factor (organisations), but often to coaching situations as well.”*



Human Mental Programming

– Ukraine –



Human Mental Programming

– Sub-Saharan Africa –

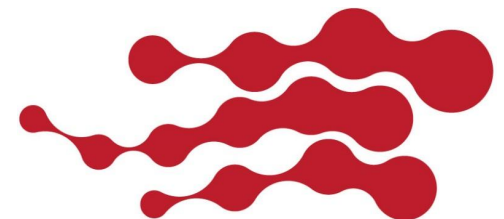


Pierre Jallow, Project Manager/Director, ex-professional basketball player

- *“I am a self confessed ‘toucher’ 😊 because relationships are important to me and it is a reflection of my own cultural background. Had to adjust very quickly when I moved to Finland because that can easily be misinterpreted.”*
- *“One of the things I value in life is relationships. In Gambia, wealth is partly defined by the number of relatives and friends you have. A relative is anyone who shares a similar ancestry, so the connection can be in as many generations as you can count. A normal greeting on the street could last a few minutes, because it does not stop at hi, how are you...but continues to ask about your parents, grandparents and most of your family. So this part of me is usually fully exhibited and sometimes difficult for others to understand.”*

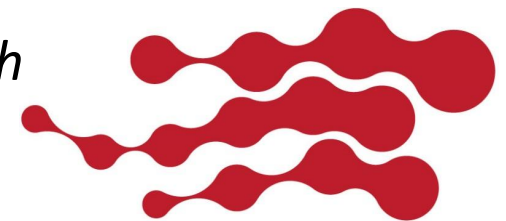


Born in Gambia
Project Manager, MOK & 09
HHR, and Project Director,
Keys to success –project. MBA
and BSc degrees from Hämeen
ammattikorkeakoulu and
William Jewell College (USA)
Ex-basketball player: played
and studied in the USA. After
graduating played
professionally in Australia,
England, Ireland, Scotland,
Estonia and Finland.



Pierre Jallow, Project Manager/Director, ex-professional basketball player

- *“If you have a kid with a background that uses yelling and screaming as a way of showing that they care for that person’s development, then you can imagine the misconceptions that could happen if you always approach them with the opposite...or vice versa.”*
- *“The idea of being late is not universal. For some, late means 5 minutes, for others it means you are right on time.”*
- *“One of the hardest things for me up to this point is silence. In both Gambia and USA, silence is not looked at positively whereas that is opposite in Finland. I still find myself trying to fill the void in such situations.”*



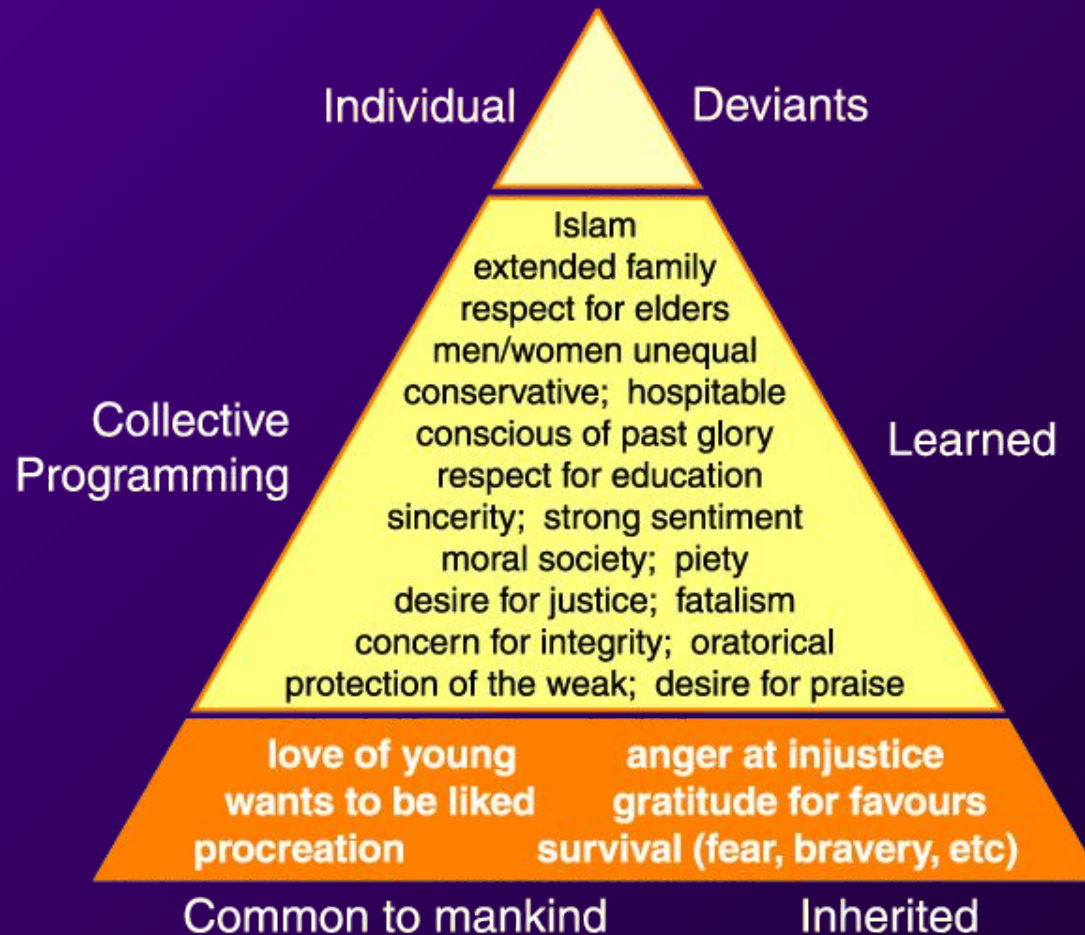
Human Mental Programming

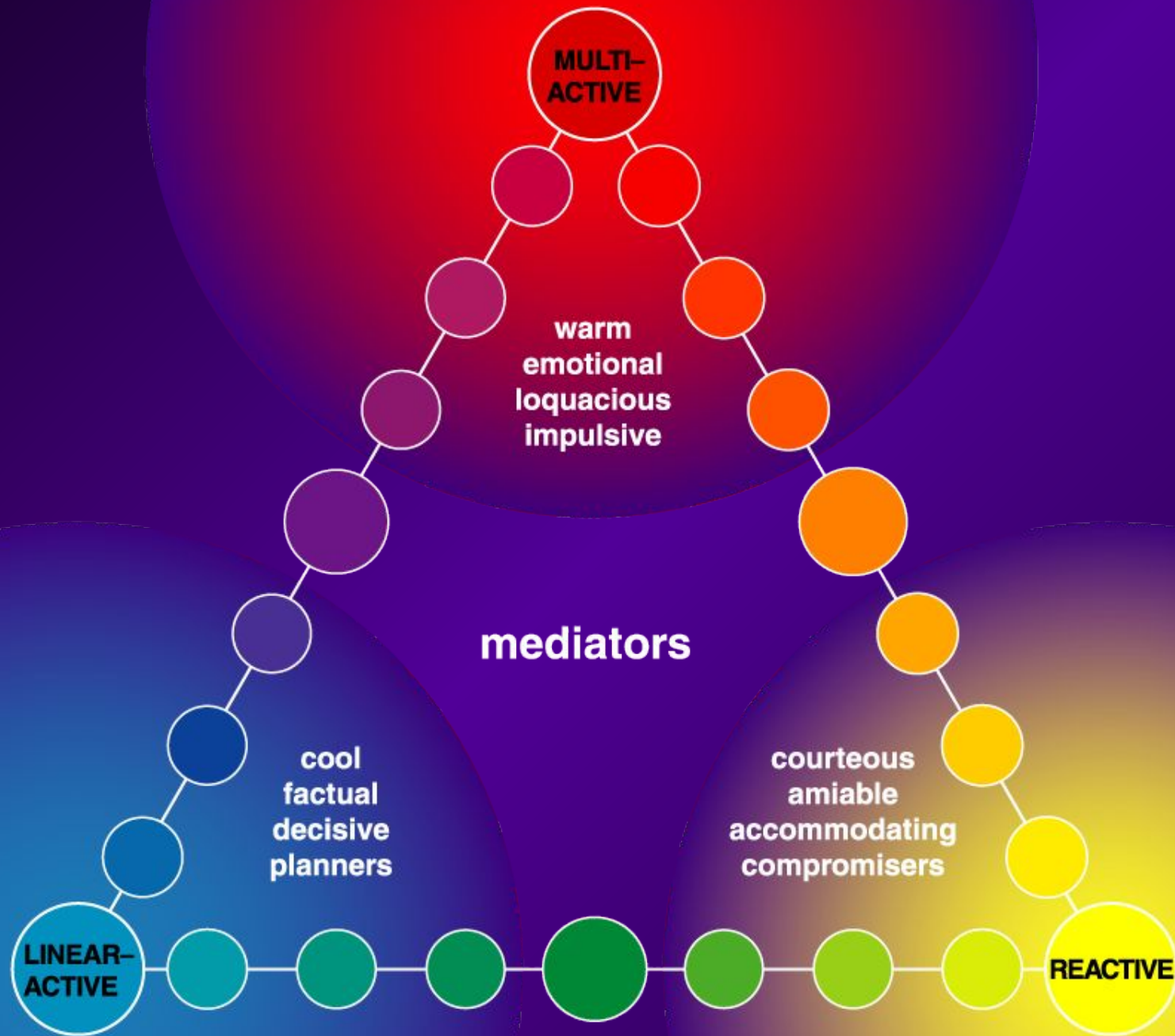
– Somalia –



Human Mental Programming

– Arab countries –



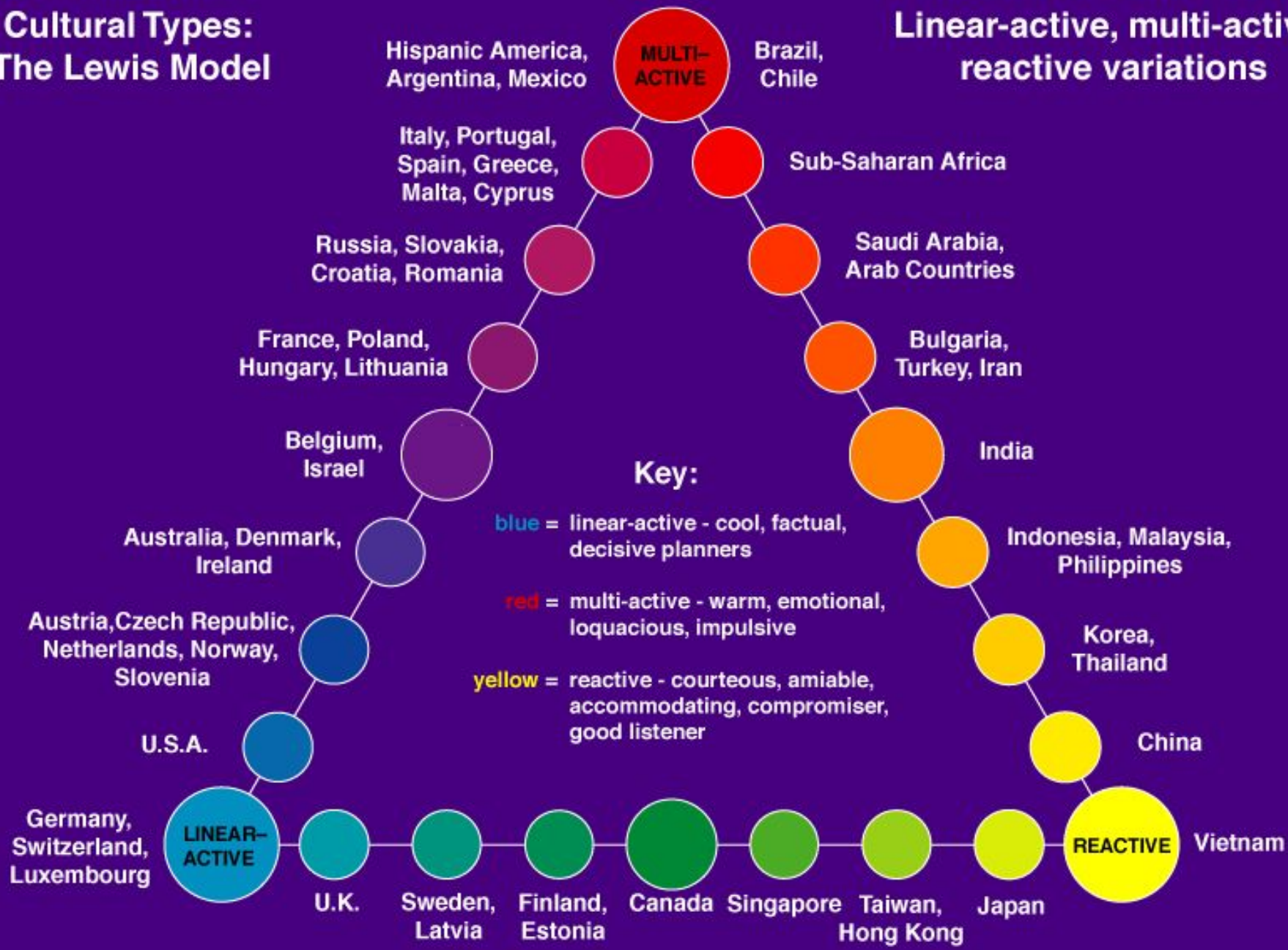


Cultural Categories

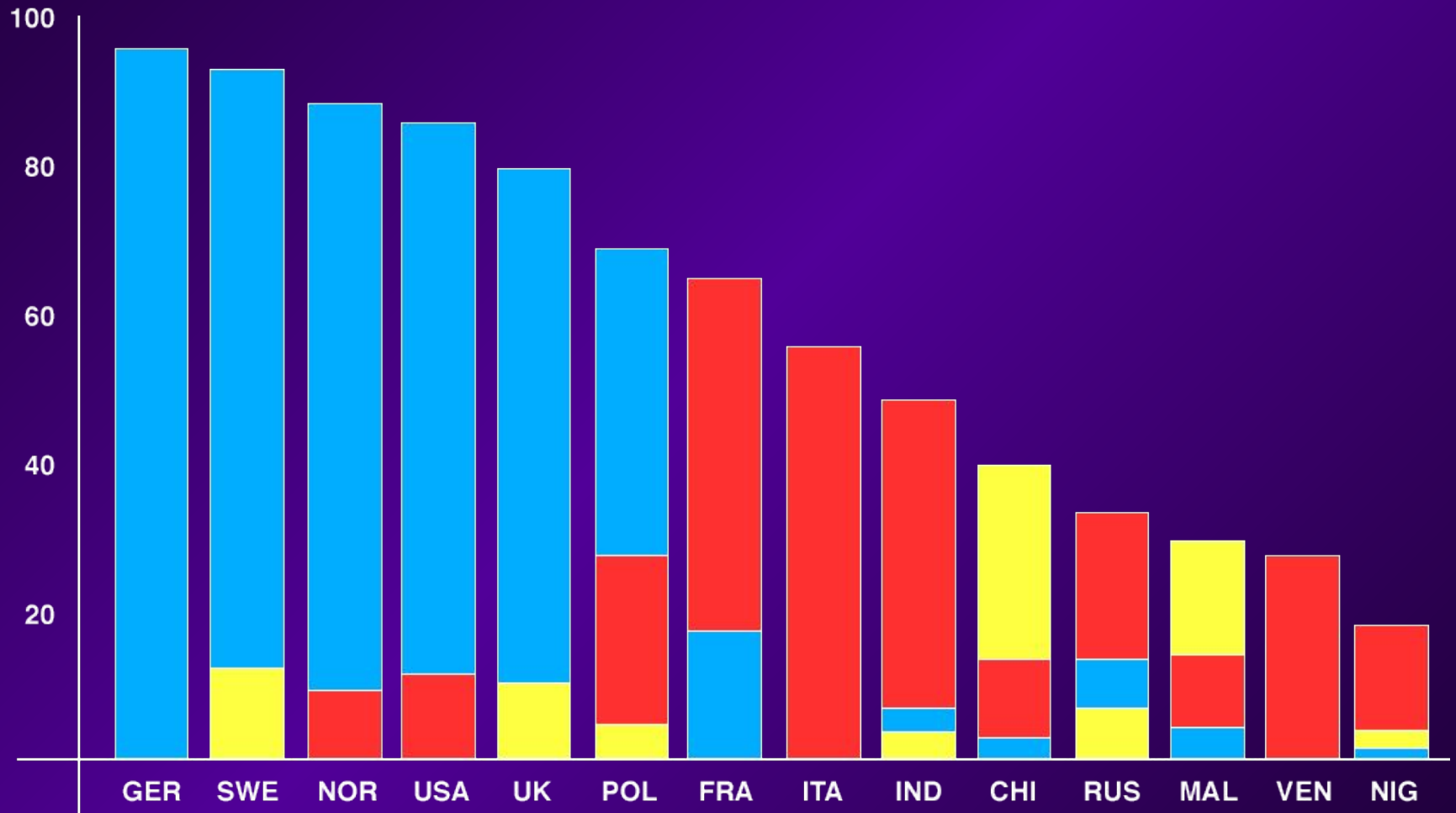
LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
<p>Talks half the time</p> <p>Does one thing at a time</p> <p>Plans ahead step by step</p> <p>Polite but direct</p> <p>Partly conceals feelings</p> <p>Confronts with logic</p> <p>Dislikes losing face</p> <p>Rarely interrupts</p> <p>Job-oriented</p> <p>Uses mainly facts</p> <p>Truth before diplomacy</p> <p>Sometimes impatient</p> <p>Limited body language</p> <p>Respects officialdom</p> <p>Separates the social and professional</p>	<p>Talks most of the time</p> <p>Does several things at once</p> <p>Plans grand outline only</p> <p>Emotional</p> <p>Displays feelings</p> <p>Confronts emotionally</p> <p>Has good excuses</p> <p>Often interrupts</p> <p>People-oriented</p> <p>Feelings before facts</p> <p>Flexible truth</p> <p>Impatient</p> <p>Unlimited body language</p> <p>Seeks out key person</p> <p>Interweaves the social and professional</p>	<p>Listens most of the time</p> <p>Reacts to partner's action</p> <p>Looks at general principles</p> <p>Polite, indirect</p> <p>Conceals feelings</p> <p>Never confronts</p> <p>Must not lose face</p> <p>Doesn't interrupt</p> <p>Very people-oriented</p> <p>Statements are promises</p> <p>Diplomacy over truth</p> <p>Patient</p> <p>Subtle body language</p> <p>Uses connections</p> <p>Connects the social and professional</p>

Cultural Types: The Lewis Model

Linear-active, multi-active,
reactive variations



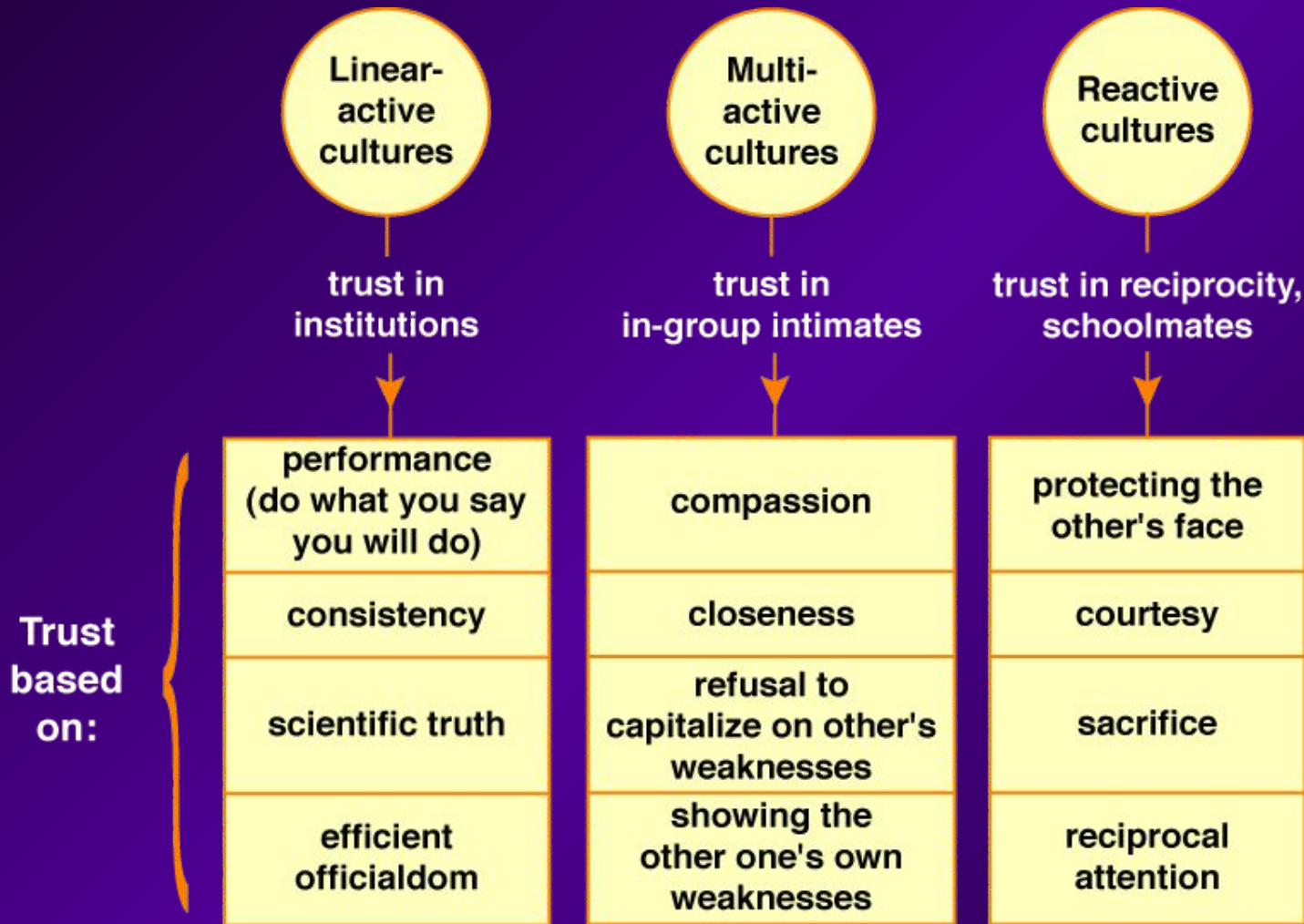
Percentage of respondents who said they would probably NOT lie in court

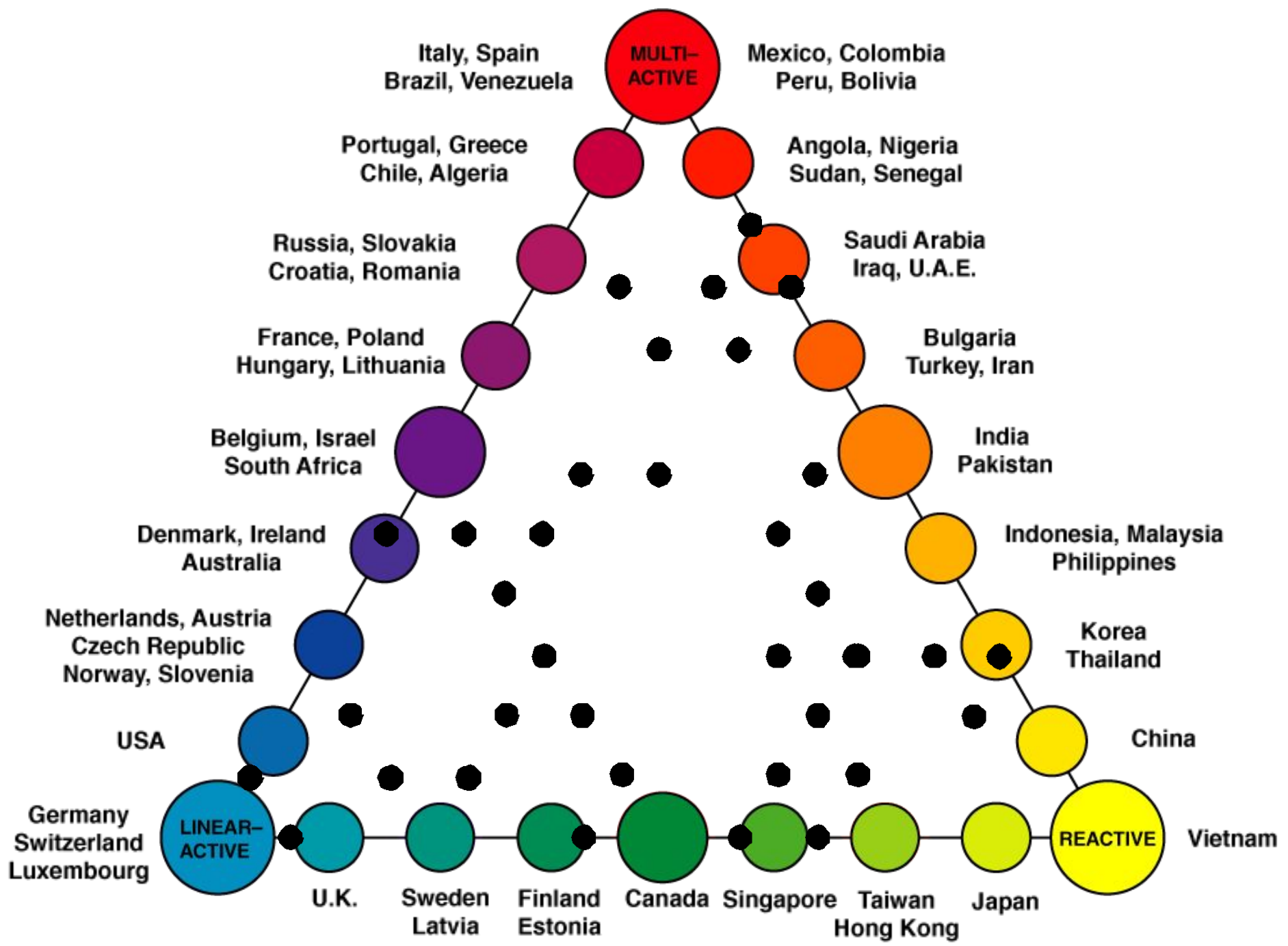


High trust and low trust societies



Trust Variance







- Slogan
- globe, studi sisse
- videoshow, ~~te~~

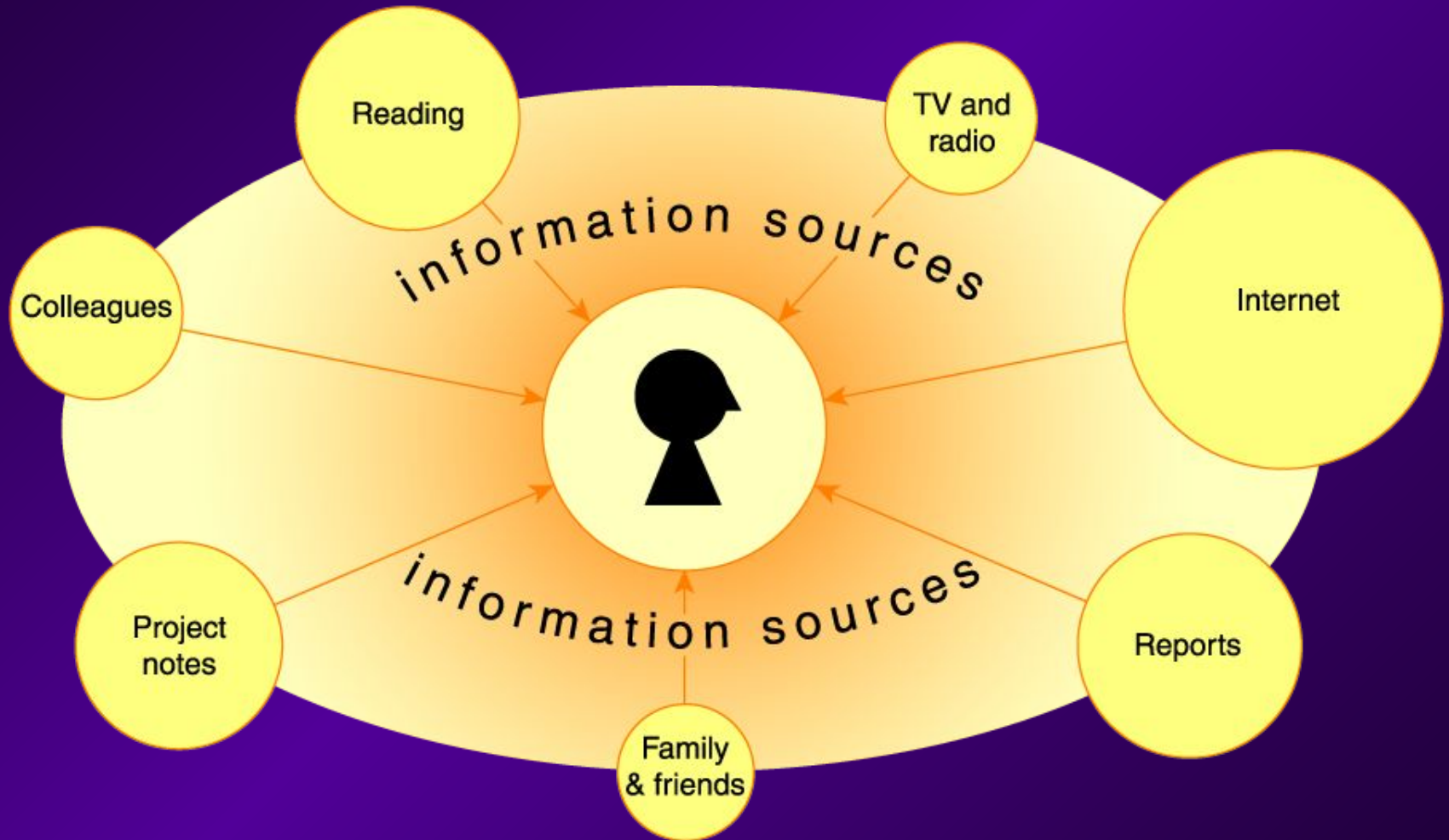
AJATTELE POSITIIVISESTI



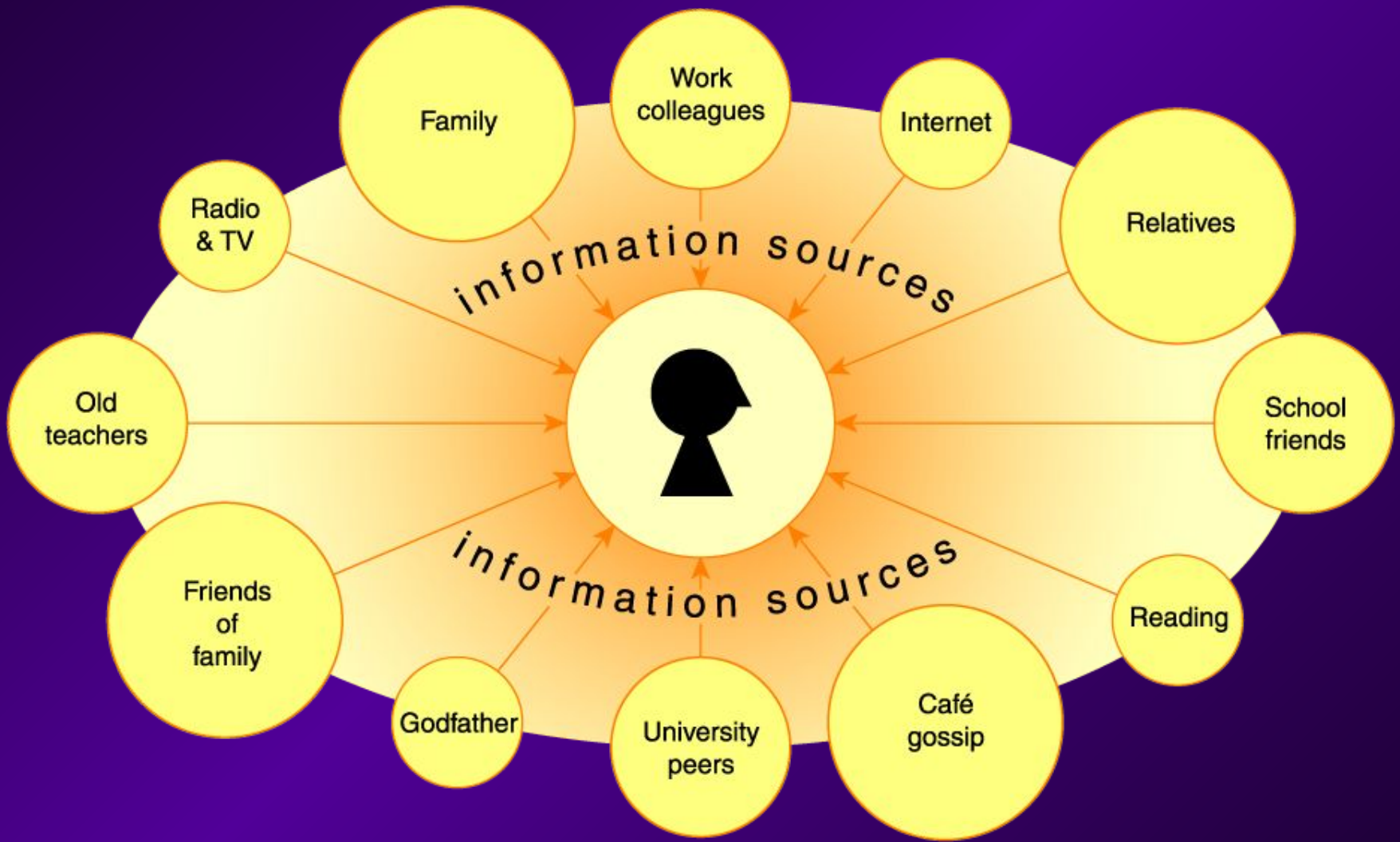


How to search for information?

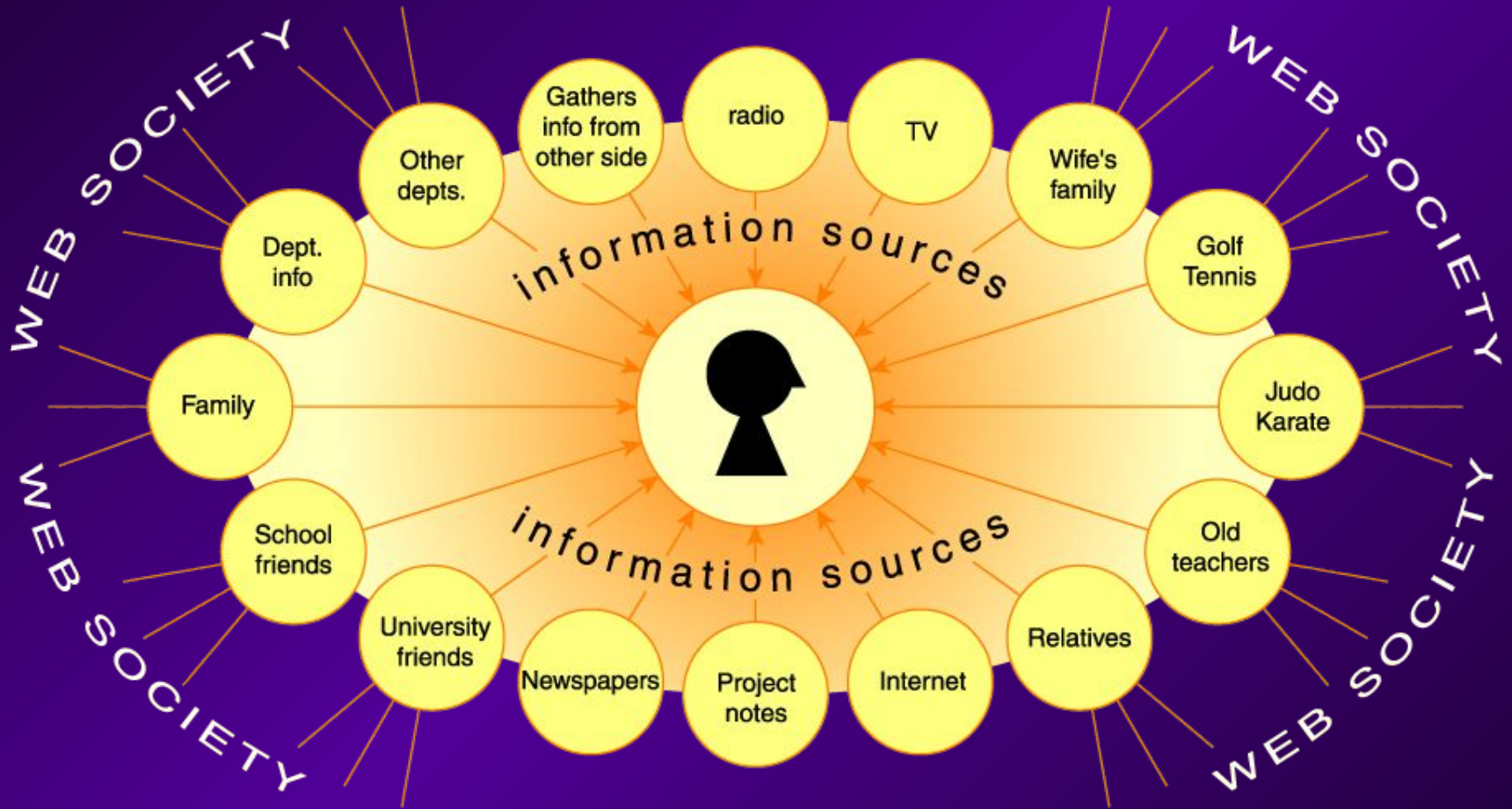
Data-oriented Culture



Dialogue-oriented Culture



Listening Culture



FINNISH COMMUNICATOR – COMMUNICATIONS DILEMMA

Finnish Values and Communications Dilemma

USA / West Europeans

Values
Democracy Self-determinism Equality for women Work ethic Human rights Ecology
Communication Style
Extrovert Forceful Lively Thinks aloud Interrupts Talkative Dislikes silence Truth before diplomacy Overt body language

Finns

Values
Democracy Self-determinism Equality for women Work ethic Human rights Ecology
Communication Style
Introvert Modest Quiet Thinks in silence Doesn't interrupt Distrust big talkers Uses silence Truth before diplomacy Little body language

Asians

Values
Hierarchies Fatalism Males dominate Work ethic Inequality Exploit environment
Communication Style
Introvert Modest Quiet Thinks in silence Doesn't interrupt Distrust big talkers Uses silence Diplomacy before truth Little body language

Golden Rules for Interacting with People from other Cultures

Golden Rules for Interacting with Linear-Active People (1)

- **Talk and listen in equal proportions**
- **Do one thing at a time**
- **Be polite but direct**
- **Partly conceal feelings**
- **Use logic and rationality**
- **Interrupt only rarely**
- **Stick to facts**
- **Concentrate on the deal**
- **Prioritise truth over diplomacy**
- **Follow rules, regulations, laws**
- **Speech is for information**

Golden Rules for Interacting with Linear-Active People (2)

- **Maintain word-deed correlation**
- **Complete action chains**
- **Stay results-oriented**
- **Stick to agenda**
- **Compromise to achieve deal**
- **Respect officialdom**
- **Respect contracts and written word**
- **Reply quickly to written communication or e-mails**
- **Restrain body language**
- **Look for short-term profit**
- **Be punctual**

Golden Rules for Interacting with Multi-Active People (1)

- **Let them talk at length**
- **Reply fully**
- **Be prepared to do several things at once**
- **Be prepared for several people talking at once**
- **Display feelings and emotion**
- **People and feelings are more important than facts**
- **Interrupt when you like**
- **Truth is flexible and situational**
- **Be diplomatic rather than direct**
- **Speech is for opinions**
- **Be gregarious and socialising**

Golden Rules for Interacting with Multi-Active People (2)

- **Think aloud**
- **Complete human transactions**
- **Digress from agenda and explore interesting ideas**
- **Seek and give favours with key people**
- **Remain relationship-oriented**
- **Spoken word is important**
- **Contracts may often be renegotiated**
- **Reputation is as important as profit**
- **Overt body language and tactility**
- **Accept unpunctuality**

Golden Rules for Interacting with Reactive People (1)

- **Good listening is important**
- **Do not interrupt**
- **Do not confront**
- **Do not cause anyone to lose face**
- **Do not disagree openly**
- **Suggestions, especially criticism, must be indirect**
- **Be ambiguous, so as to leave options open**
- **Statements are promises**
- **Prioritise diplomacy over truth**
- **Follow rules but interpret them flexibly**
- **Speech is to promote harmony**

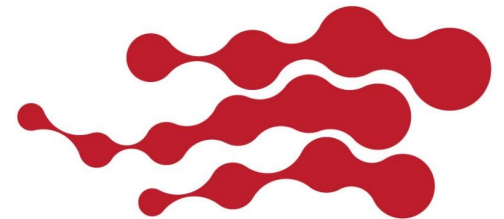
Golden Rules for Interacting with Reactive People (2)

- **Share as much as you can**
- **Utilise networks**
- **Talk slowly**
- **Do things at appropriate times**
- **Don't rush or pressure them**
- **Observe fixed power distances and hierarchy**
- **Show exaggerated respect for older people**
- **Go over things several times**
- **Face-to-face contact is important**
- **Work hard at building trust**
- **Long term profit is preferable**
- **Be punctual**



“In working with other cultures, it is important not to judge beforehand, and understand that different cultures have strenghts and weaknesses.”

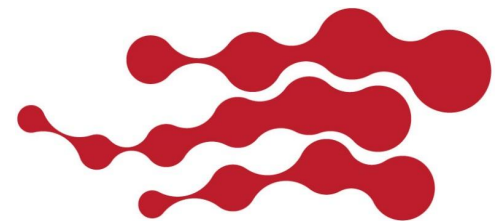
Henrik Dettmann, ex-Head Coach of the Finnish and German national basketball teams





*“It’s not about wrong or right.
Cultures are just different.”*

Aleksei Eremenko Sr.
Football coach





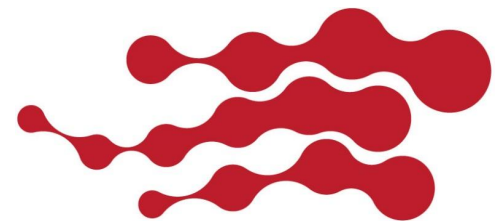
Questions?



CrossCulture
part of Richard Lewis Communications



CultureActive





Thank you

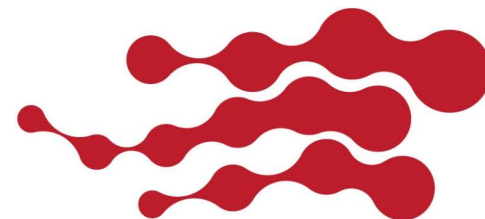
riku.laanti@rlcim.com
Mobile: +358-(0)41-544 4544



CrossCulture
part of Richard Lewis Communications



CultureActive







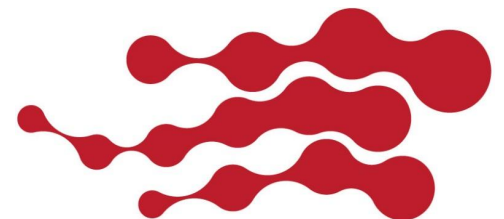
Some extra slides



CrossCulture
part of Richard Lewis Communications

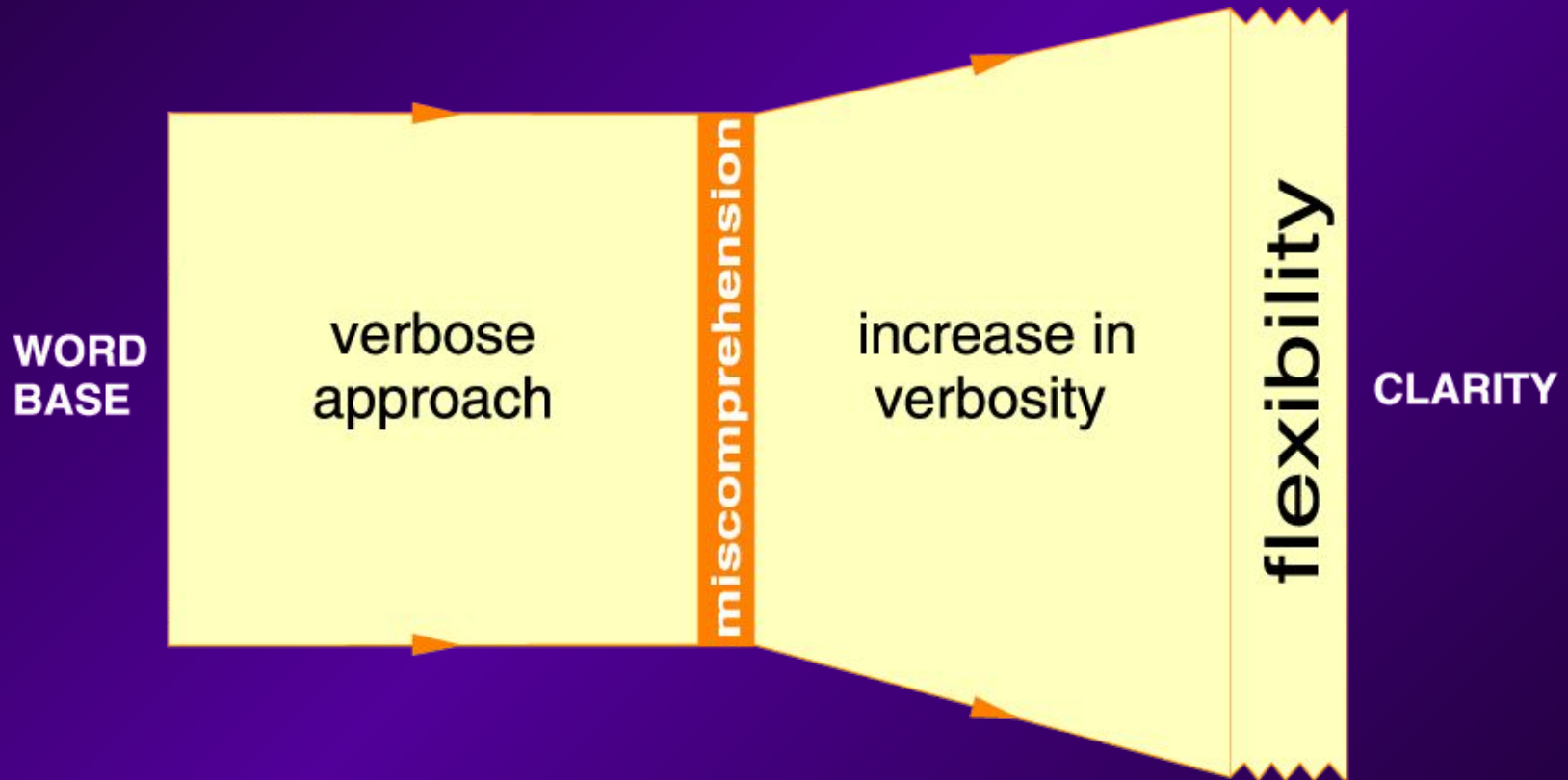


CultureActive



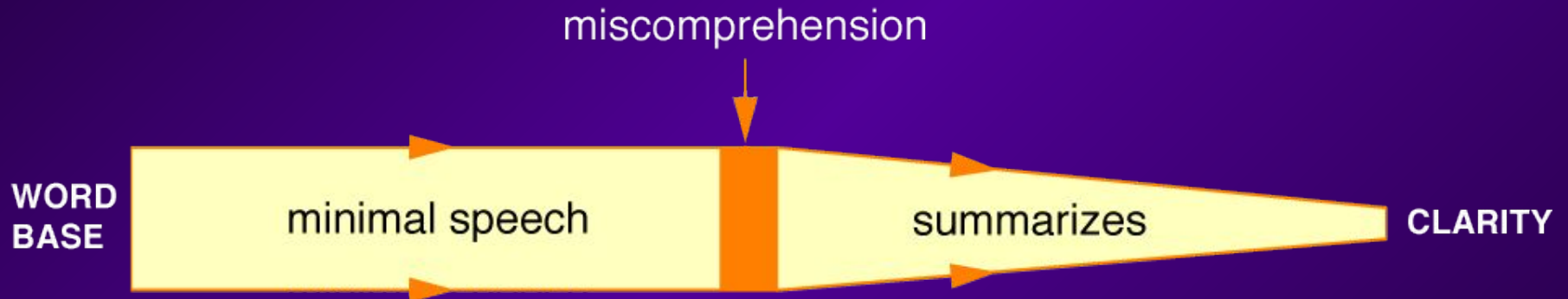
National Communication Patterns

– Italy –



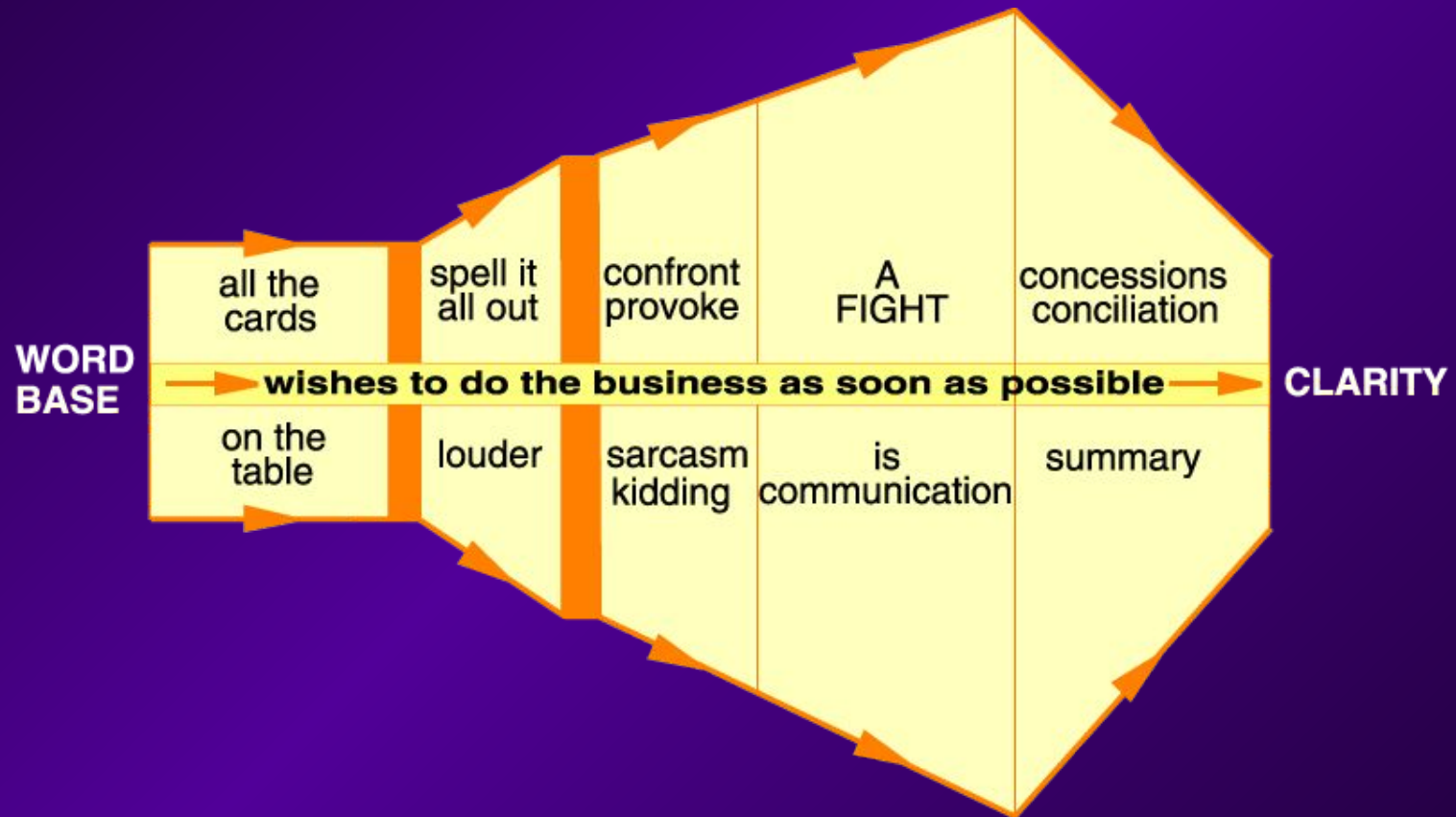
National Communication Patterns

– Finland –



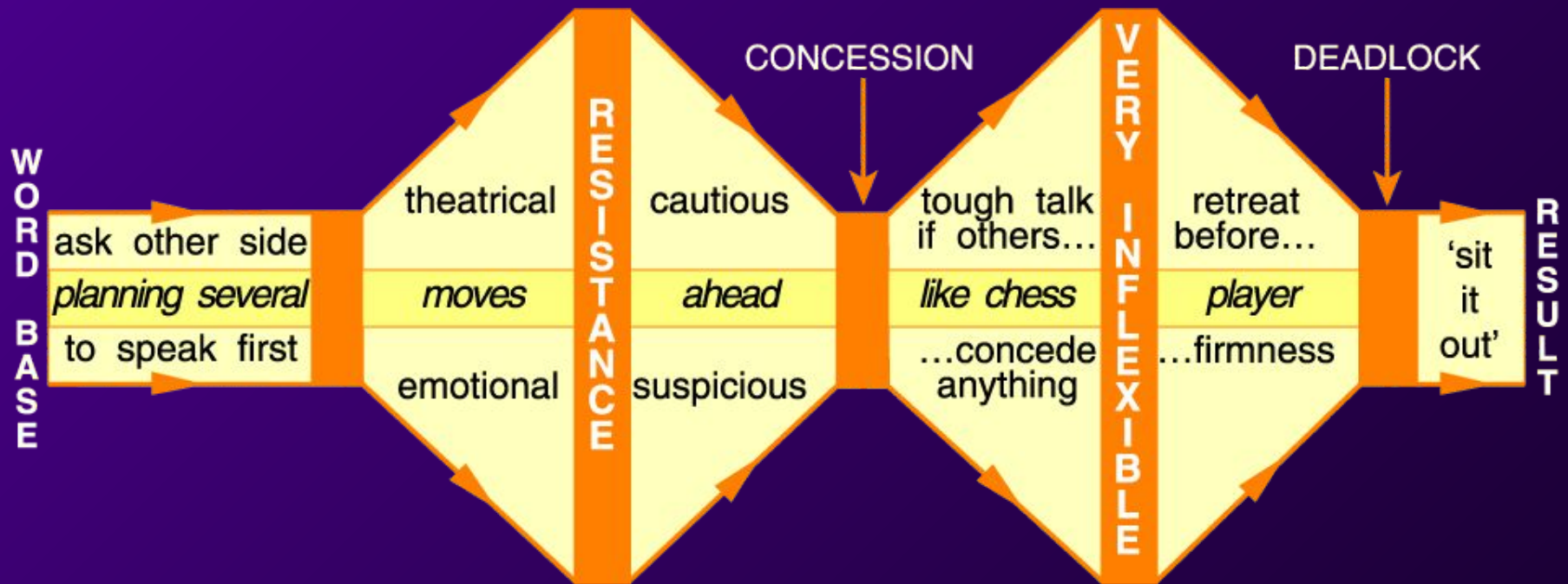
National Communication Patterns

– USA –



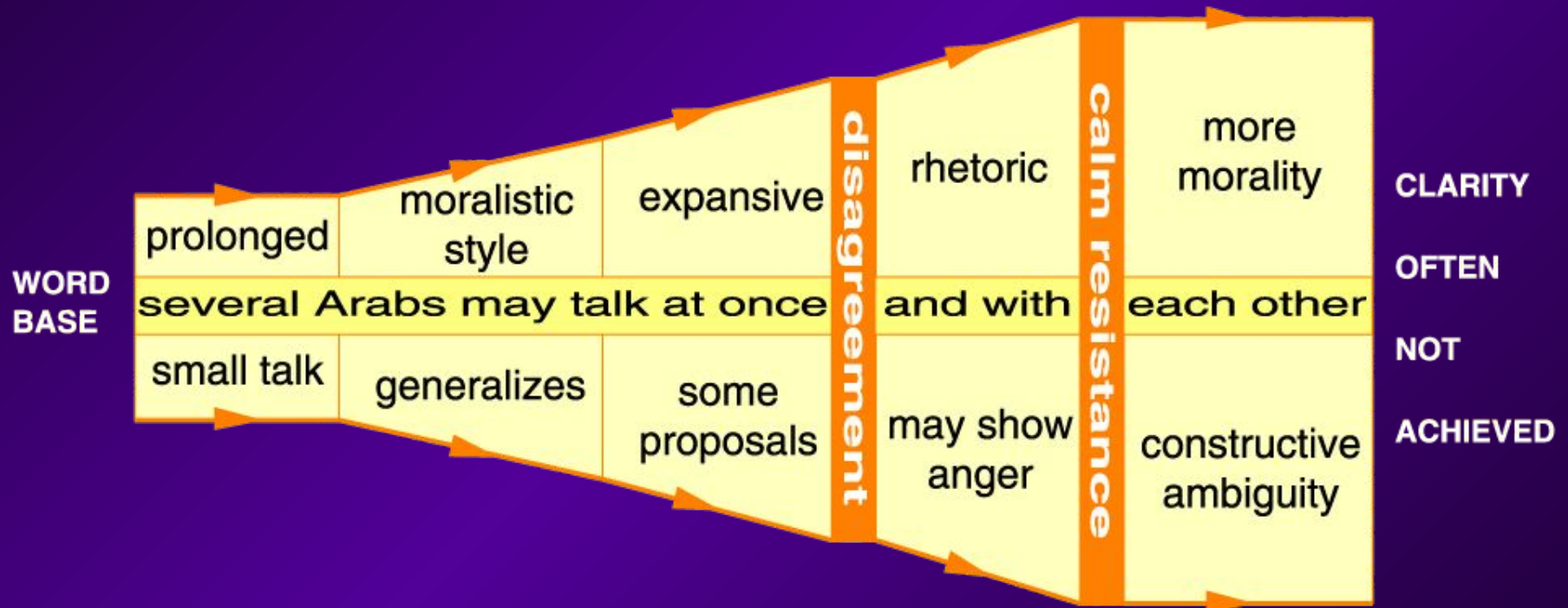
National Communication Patterns

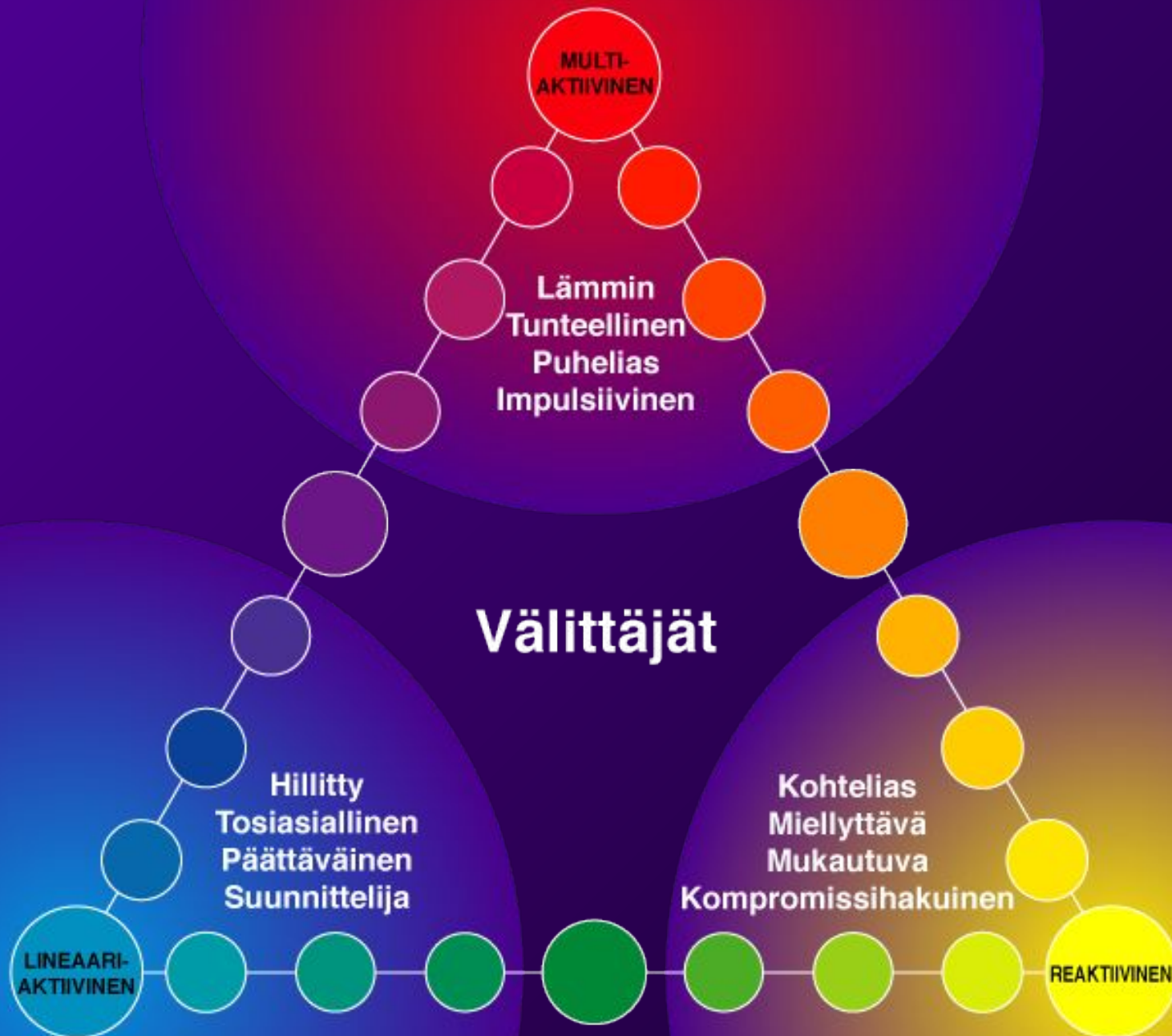
– Russia –



National Communication Patterns

– Arab Countries –



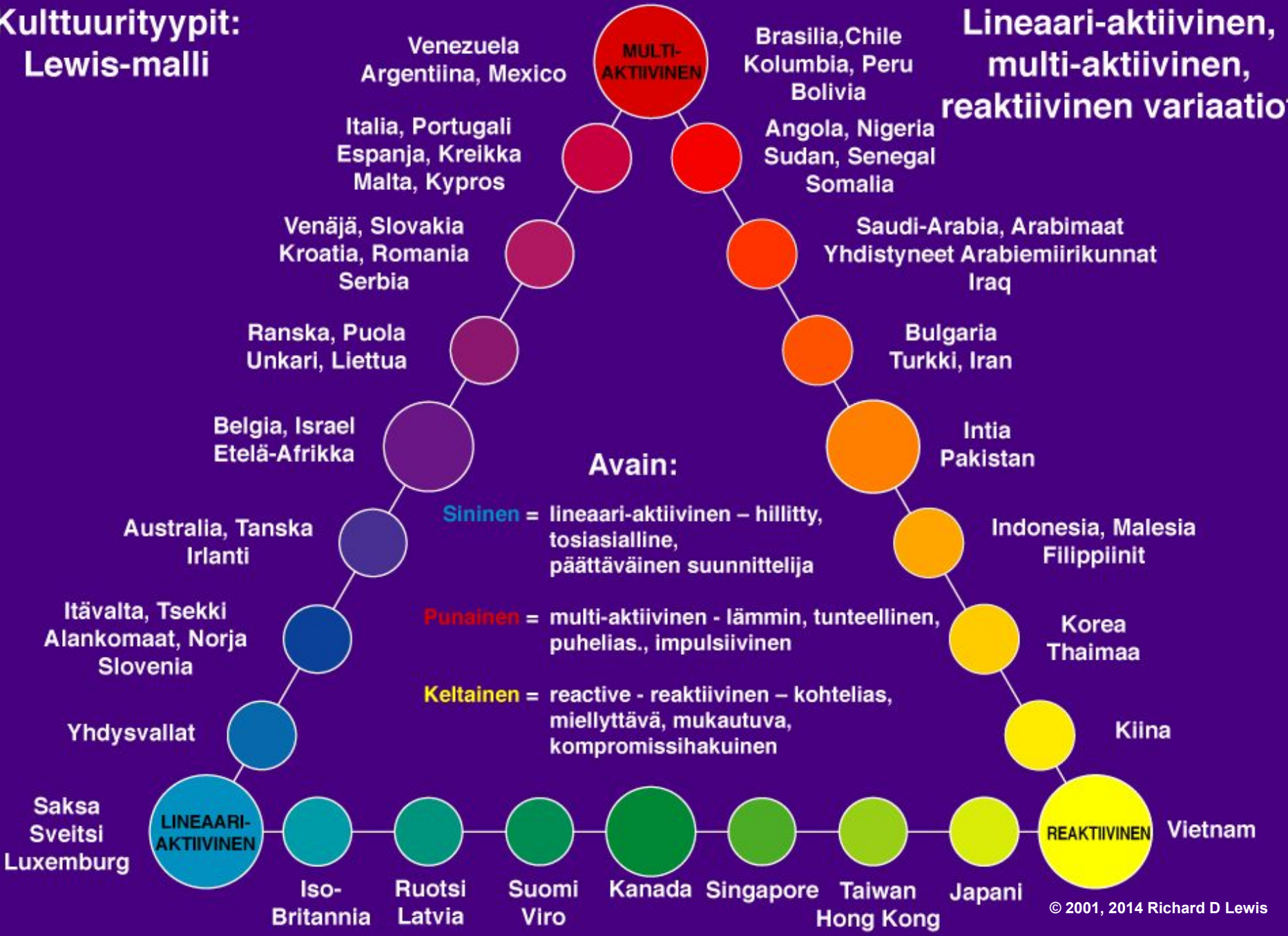


Kulttuurilliset kategoriat

LINEAARI-AKTIIVINEN	MULTI-AKTIIVINEN	REAKTIIVINEN
Puhuu puolet ajasta	Puhuu suurimman osan ajasta	Kuuntelee suurimman osan ajasta
Tekee yhden asian kerrallaan	Tekee monta asiaa kerrallaan	Reagoi toisen osapuolen toimintaan
Suunnittelee askel askeleelta	Suunnittelee vain suuret suuntaviivat	Katsoo pääperiaatteita
Kohtelias, mutta suora	Tunteellinen	Kohtelias, epäsuora
Piilottaa tunteensa osittain	Näyttää tunteensa	Piilottaa tunteensa
Vasta-argumentoi logiikalla	Vasta-argumentoi tunteella	Ei koskaan vasta-argumentoi
Ei pidä kasvojen menetyksestä	On hyviä selityksiä	Ei saa menettää kasvoja
Keskeyttää harvoin	Keskeyttää usein	Ei keskeytä
Työsuuntautunut	Ihmissuuntautunut	Hyvin ihmissuuntautunut
Käyttää pääasiassa faktoja	Tunteet ennen faktoja	Lausunnot ovat lupauksia
Totuus ennen diplomatiaa	Joustava totuus	Diplomatia ennen totuutta
Joskus kärsimätön	Kärsimätön	Kärsivällinen
Rajallien ruumiinkieli	Rajoittamaton ruumiinkieli	Hienovarainen ruumiinkieli
Kunnioittaa virallisia kanavia	Tavoittelee avainhenkilöitä	Käyttää suhteita
Erottaa sosiaalisen ja ammatillisen	Punoo yhteen sosiaalisen ja ammatillisen	Yhdistää sosiaalisen ja ammatillisen

Kulttuurityypit: Lewis-malli

Lineaari-aktiivinen, multi-aktiivinen, reaktiivinen variaatiot



Larisa Gryadunova, voimisteluvälmentäjä ja valmennuksen kehittäjä, rytmisen voimistelu

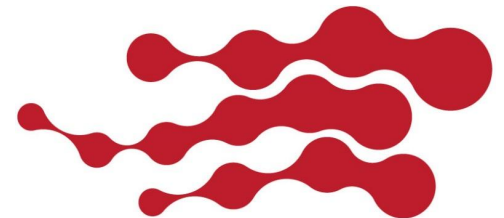


- Syntynyt vuonna 1974 Zaporozhjen kaupungissa, Ukrainassa, silloisessa Neuvostoliitossa. Muuttanut Suomeen vuonna 1997. Suomen kansalainen vuodesta 2007. Ennen Suomeen muutto hieman valmennuskokemusta myös Kiinasta.
- *”Suomalaiset ovat sulkeutuneita. Kontaktia ei saa helposti. Nyt olen ehkä tullut joissain asioissa itsekin samanlaiseksi. Suomessa annetaan ihmiselle omaa tilaa. Ei kysytä henkilökohtaisia asioita. Tämä pätee niin työ- kuin vapaa-ajallakin. Venäjällä voidaan kysyä mitä tahansa. Tässä tasapainottelevat välittäminen ja tungettelevuus.”*
- *”Valmensin ennen Suomeen tuloani hetken aikaa myös Kiinassa. Kiinalaisten kanssa oli tosi vaikea yrittää ymmärtää mitä he ajattelevat. Se ei näy kasvoista. Suomalaiset ovat myös hieman samanlaisia tässä suhteessa. Palautteen saaminen ja hymyilykin on niukkaa. Ei ole helppo nähdä ovatko suomalaiset tyytyväisiä.”*

Larisa Gryadunova, cont'd

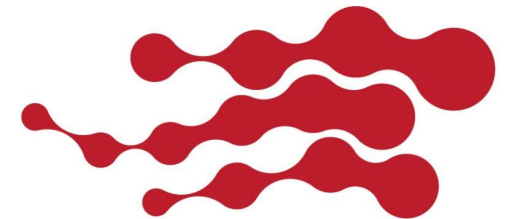


- *”Suomalaiset ovat täsmällisiä, tarkkoja ajan kanssa. Harjoitukset ja tapaamiset alkavat ja loppuvat ajoissa. Venäjällä, jos sovittu aloitusaika on 19:00, voidaankin aloittaa 19:30 tai jopa 20:00, mutta vastaavasti jatkaa pidempään.”*
- *Venäjällä valmentajat ovat paljon autoritäärisempiä, kauempana urheilijoista. Toisaalta henkilökohtaisen tilan osalta suomalaiset pitävät yleensä suurempaa etäisyyttä. Halailua ja pussailua on vähemmän. Tunteitakaan ei näytetä niin paljon kuin Venäjällä. Ihmissuhteilla on merkitystä myös Suomessa, mutta ne eivät ole yhtä tärkeitä kuin Venäjällä. Suomalaiset ovat paljon asiakeskeisempiä.”*



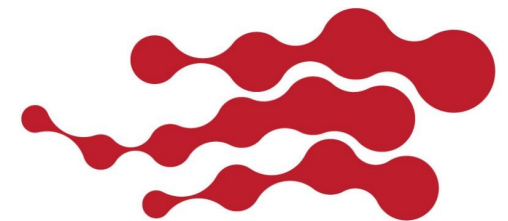
Antti Olkinuora, toiminnanjohtaja, 09 HHR

- Aiemmin pitkä ura urheiluseuratyöstä ja lasten ja nuorten koripallovalmennuksesta, sekä Suomessa että Ruotsissa. Mm. Karhun Pojat ry:n toiminnanjohtaja ja nuorimpien ikäluokkien valmentaja, Koripalloliiton eteläisen alueen aluepäällikkö ja nuorisopäällikkö, Pussihukkien valmennuspäällikkö, sekä KFUM Söder Basketin aluepäällikkö Ruotsissa.
- Monikulttuurisuustyöstä kokemusta nykyisen toimen lisäksi muun muassa ruotsalaisessa 08 Stockholm Human Rights –järjestössä aluevastaavana.
- Valmentanut ja ohjannut lapsia ja nuoria, sekä heidän ohjaajiaan, yli 45 eri maasta, mukaan lukien Afganistan, Albania, Brasilia, Bosnia-Hertsegovina, Chile, Gambia, Ghana, Espanja, Italia, Irak, Iran, Kamerun, Kiina, Kongo, Kosovo Ruotsi, Pakistan Ranska, Serbia, Somalia, Syyria, Venäjä, Viro ja Yhdysvallat.



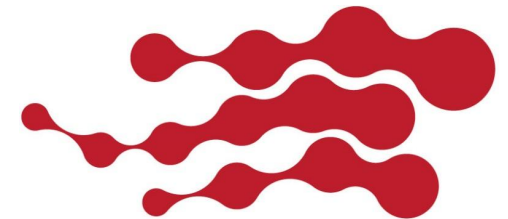
Antti Olkinuora, jatkuu

- *”Olen havainnut kulttuurierojen vaikuttavan muun muassa suhtautumisessa aikaan/ajankäyttöön, henkilökohtaisen tilan käyttöön. Esimerkiksi Saharan eteläpuolisesta Afrikasta tulleitten lapset ovat fyysisesti lähempänä, eivätkä he välttä koskettelua ja tunteiden näyttämistä. Arabi- ja afrikkalaistaustaiset ilmaisevat onnistumisen ja epäonnistumisen tunteita hieman enemmän kuin kantaväestöön kuuluvat.”*



Antti Olkinuora, jatkuu

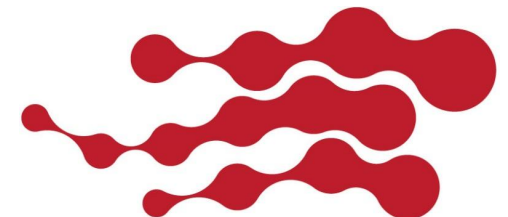
- *”Säännöt siitä miten peliaika otteluissa ansaitaan on oltava selkeät ja perusteltavissa kaikille, kulttuurieroista huolimatta. Avoin viestintä niin pelaajille kuin heidän vanhemmille on ensiarvoisen tärkeää. Kulttuurierot on tärkeä ottaa huomioon vuorovaikutustilanteissa. Toisaalta joukkueen sääntöjen ja toimintamallin pitää olla sellaiset, että joukkueen jäsenten kulttuurierot on niissä huomioitu. Näistä jälkikäteen tinkiminen johtaa AINA ongelmiin joukkueen ja valmentajan välillä.”*



Yhteenveto – Vinkkejä kulttuurien kohtaamiseen

- Ymmärrä paremmin muiden kulttuurien edustajia ja heidän tapojaan.
 - He eivät useinkaan tarkoita pahaa käyttäytyessään erilailla - meidän mielestämme jopa epäloogisesti tai arvojemme vastaisesti
 - Osoita kiinnostukseksi heidän kulttuuriinsa
 - Arvosta eri kulttuureita, opi tuntemaan myös eri kulttuurien vahvuuksia
- Ymmärrä paremmin omaa kulttuuriasi ja miten se näyttäytyy muiden kulttuurien edustajille, mm. kommunikation osalta.
- Joukkuetoiminnassa (ja muissakin organisaatioissa) on tärkeää ymmärtää muita kulttuureita, jolloin yhdessä keskustelemalla voidaan sopia yhteiset pelisäännöt, eri näkökannat mahdollisuuksien mukaan huomioiden
 - Missä asioissa voidaan joustaa? Missä toimia toisin kuin ennen? Mistä asioista ei voi tinkiä?
 - Ymmärrä ja salli erilaisuus, mutta älä hyväksy (suomalaisittain) epäasiallista käytöstä.

Hyvä ja positiivinen asenne auttaa pitkälle – myös kulttuurien välisissä kohtaamisissa.



Antti Olkinuora, jatkuu

- Neuvoja lasten ja nuorten valmentajille kulttuurierojen ymmärtämiseen liittyen:
- *”Tutustu joukkueenjäsenten ja heidän perheitten taustoihin. Ota selvää myös millainen motivaatiotaso heillä on. Valmentajan on hyvä tietää myös miten perheiden kulttuuriset tausta saattavat vaikuttaa harrastamiseen. Esimerkiksi onko tytöillä ja pojilla yhdenvertainen mahdollisuus harrastaa, miten voittaminen ja menestyminen urheilussa koetaan, tai kuinka tärkeää lasten koulunkäynti/urheilu perheille on.”*

