

What an organization does or says about a crisis situation in 2021 will continue to be heavily influenced by the country where it is headquartered

rights. Instead, these individualists prefer to do what they want to do and drape their defense as upholding American values. To them, the crisis is not their problem until it affects them personally,” he said.

Several companies have reflected this culture, going so far as to [protest](#) the lockdowns and [filing hundreds of lawsuits](#) against state governments for mandating the temporary closure of businesses.

Culture And Compliance

Some cultures expect immediate compliance with authority.

Katherine King, an intercultural workplace dynamics consultant, is the founder and CEO of [Invisible Culture](#). She observed that “Compliance is easier in a culture where the [government] leader provides direction and protection...in exchange [for loyalty]. If there is trust and loyalty to the government and people feel safe, then there will be a higher chance that the company will go with the flow.”

King cited Singapore, where people are M M M M M

What corporate leaders say about a crisis can depend on the expectations of others. A CEO “...expecting to be judged by government leaders and society at large may give a very different message—or none at all—than one whose fate rests on the opinion of shareholders alone,” Peiperl said.

If a nation’s leadership “...has made clear its views about the crisis in question, the extent to which the culture encourages individuality rather than communal action will determine whether it is even possible, let alone advisable, for a business leader to say otherwise,” he observed.

Overcoming Barriers

Sabine Saadeh, a former financial trader and asset manager who lives in Lebanon, observed that her country has experienced several recent crises including a [revolution](#), [financial crisis](#), [pandemic](#), and a massive [explosion](#) at a Beirut harbor warehouse that “snuffed out the economic soul of Lebanon.”

“Despite the downturn of the economic situation in Lebanon, some firms managed to raise capital from abroad to sustain their business [during crises] because they have set themselves apart from the culture of the country itself,” she observed.

“Lebanese businesses' sustainability relies on isolating the business itself from the Lebanese culture of nonchalance,” she noted. Business leaders in that country respond to crisis “by highlighting the most urgent one, appointing the appropriate response team to handle tating taMtaone,

