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CROSS-CULTURAL COMPETENCY MODEL FOR DIGITAL NOMADS:
A STUDY OF DIGITAL NOMADS LIVING IN CZECH REPUBLIC

Simon Koci

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Supervisor: Prof. Shaozhuang Ma, ISCTE Business School, Departamento de Marketing,
Operações e Gestão Geral (IBS)

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ISCTE Business School
Instituto Universitário de Lisboa

Abstract

The goal of this master thesis is to develop a competency model for Digital Nomads and evaluate its components in Czech culture.

The research is based on primary and secondary data. Secondary data was collected from relevant literature. The primary data was collected via interview and questionnaire. The quantitative method was used to evaluate the components of the cross-cultural competency model by Johnson, Lenartowicz and Apud (2006). The qualitative research aims to compare the reality of the Digital Nomad experience with the current cross-cultural competency model and to further explore competencies.

The research has 4 parts: data collection via interviews and a questionnaire with a sample group of 7 digital nomads from different countries, analysis of data collected during the interviews and questionnaire, evaluation of cross-cultural competencies, identification of cross-cultural competencies and the development a of cross-cultural competence model.

The dimensions, categories and particular elements of cross-cultural competency model are following: knowledge about informational technology, business and local infrastructure, culture, law and language, skills such as self-management or ability to socialize and aptitudes, personal traits and external factors

RESUMO

O objetivo desta tese de mestrado é desenvolver um modelo de competências para Digital Nomads e avaliar os seus componentes na cultura Checa.

A pesquisa é baseada em informação primária e secundária. Informação secundária é recolhida da literatura. A informação primária é recolhida via entrevista e questionários. O método quantitativo tenta avaliar os componentes de competencias multiculturais do modelo de Johnson, Lenartowicz e Apud (2006). A pesquisa quantitative procura comparer a realidade com o modelo de competências multicultural e explorer competências.

A pesquisa tem 4 partes: recolha de dados via entrevistas e questionários com um grupo amostral de 7 nomadas digitais de diferentes países, análise de dados recolhidos durante as entrevistas e questionários, avaliação multicultural das competências, identificação multicultural das competências e eventualmente o desenvolvimento multicultural do modelo das competências.

As dimensões, categorias e elementos específicos de competências multiculturais são as seguintes: Conhecimento sobre Tecnologia Informacional, negócios e infraestruturas locais, culturas, leis e linguagens, habilidades como auto-gerência ou habilidade de socializar e Aptitudes, traços pessoais e factores externos.

Executive summary

The purpose of this thesis is to explore the life of digital nomads in order to determine which cross-cultural competencies would help digital nomads to approach life and work more efficiently in Czech Republic, as well as creating a relevant cross-cultural competency model. Competencies are developed based on the real-life experience of digital nomads who have lived in Czech Republic.

The cross-cultural competency model is based on qualitative and quantitative research. The research used secondary data collected from literature and primary data from questionnaires and interviews. The methodology can be described in 5 phases:

-Data collection from literature – By collecting information, theories and data from literature, is possible to understand the complex theme of a Digital Nomads' life. After scrutinizing data from literature, one cross-cultural competency model was chosen to be examined and tested by real-life experiences from digital nomads.

-Data collection for quantitative research – By gathering quantitative data from digital nomads who have lived in Czech Republic via questionnaire, it is possible to analyse which dimensions are the least and most important and to identify elements from the cross-cultural competency model obtained from the literature review.

-Data collection for qualitative research – By interviewing digital nomads it is possible to explore which competencies digital nomads should develop, with a special focus on competencies needed in Czech Republic.

-Data analysis – It is important to compare and analyse the data from the literature review, the interview and the questionnaire in order to create a cross-cultural competency model.

-Cross-Cultural Competency Model Development – The least important competencies were replaced with the most mentioned competencies by digital nomads in their interviews and the model was created.

The cross-cultural competence model for digital nomads is based on experiences of 7 digital nomad's who come from many different countries and even continents. The dimensions and components of the model are based upon the competencies that were mentioned by the Digital Nomads most frequently and given a significant degree of importance.

The cross-cultural competencies are following:

1. Knowledge – The knowledge dimension is neither important nor unimportant. Digital nomads mentioned that it is beneficial to have knowledge of information technology, business and local law, infrastructure, culture, and language.

2. Skills – The skills dimensions is divided into abilities section and aptitudes section. As digital nomads said, it is important for them to have mainly two abilities, self-management ability and the ability to socialize. These two abilities are composed of many skills. For digital nomads it is also important to have the skills of analytical thinking and creativity.

3. Personality traits – Digital nomads identify several important personality traits, such as uncertainty tolerance, flexibility, adaptiveness, resilience, persistence, confidence, organization, curiosity, reactiveness, and enthusiasm.

4. External factors – For Digital Nomads, the most important external factors include cost of living, people and cultural influence.

The results of this research is the cross-cultural competency model for digital nomads. Some of the relevant attributes of the competency model were complemented by information gathered from an interview about Czech environment.

Sumário executivo

O propósito desta tese é explorer a vida dos nómadas digitais de modo a descobrir quais são as competências multiculturais e quais ajudariam os nómadas digitais a residirem e trabalharem mais eficientemente na República Checa e criar o modelo de competências multiculturais. As competências são desenvolvidas em base da experiência real dos nomadas que viveram na República Checa.

O modelo multicultural de competências é baseado em pesquisa qualitativa e quantitativa. Para a pesquisa é colecionado informação secundária da literature e informação primária de perguntas e entrevistas. A metodologia pode ser descrita em 5 fases:

- Recolha de dados da literatura – Ao coletar informação, teorias e dados da literature é possivel entender o tema complex que é a vida dos nómadas digitais. Em base de examinação de dados da literatura é escolhida uma competência multicultural do modelo para examinada e testada pelas experiências da vida real dos nómadas digitais.
- Recolha de dados para pesquisa quantitative – Ao acumular dados quantitativos dos nómadas que viveram na República Checa via inquérito é possível analizar o quais são as mais e menos importantes dimensões e elementos do modelo de competência multicultural obtido da revisão da literatura.
- Coleção de dados para pesquisa qualitativa – Ao entrevistar nómadas digitais é possivel explorer quais são as competências que os nómadas digitais devem desenvolver com um foco especial na República Checa.
- Análise de dados – É importante comparar e analisar os dados da revisão da literatura e dados da entrevista e inquéritos para criar o modelo multicultural de competências.
- desenvolvimento do modelo de competências multiculturais – As competências menos importantes são substituidas pelas competências mais mencionadas pelos nomadas digitais numa entrevista e o modelo é criado.

O modelo de competências multiculturais para nómadas digitais é baseado em vivências de 7 nómadas em vários países e até continentes. As dimensões e componentes do modelo são as seguintes, cujas foram mencionadas pelos nómadas digitais mais frequentemente e foram lhes dadas um certo grau de importância.

As competências multiculturais são as seguintes:

1. Conhecimento A relevância do conhecimento não é importante nem desimportante.
2. Nómadas digitais mencionaram que é benefico ter conhecimento das tecnologias da informação,negócios e leis locais, infraestrutura, cultura, e linguagem.
3. Capacidades – A dimensão das capacidades é dividida em habilidades e aptitudes. Como os nómadas digitais dizem, é importante para eles terem principalmente duas capacidades, auto-gerência e habilidade de socialização. Estas duas habilidades são compostas por várias capacidades. Para os nómadas digitais é também importante terem pensamento analítico e creatividade.
4. Traços de personalidade – Nómadas digitais veem como importante traços de personalidade tais como tolerância de incerteza, flexibilidade, adaptatividade, resiliencia, persistência, confiança, organização, curiosidade, reactividade e entusiasmo.
5. Factores externos – Custo de vida, pessoas e culturas são o que mais influenciam a vida dos nómadas digitais.

Os resultados da pesquisa são o modelo de competências multiculturais para nómadas digitais. Alguns dos atributos relevantes do modelo foram complementados pela informação colecionada por uma entrevista sobre o ambiente Checo.

ACKNOWLEDGMENTS

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1. Chapter 1: Introduction

1.1. Background

The world is more innovative than ever. The discovery of electricity was the beginning of this tremendous change. After Alessandro Volta invented the first voltaic pile, it took almost one hundred and fifty years to discover the transistor. Now, we can find a smaller version of this transistor in almost any electronic device such as a computer, tablet or smartphone. The time when it took dozens of years of research to discover new technology is gone. Nowadays, companies introduce newer and better technologies each year. Technology is not the only thing that has changed- the lifestyles of people have been evolving too. The development of technology enables people to have increased freedom and more options in life than ever before. Technology such as the internet, laptops, and airplanes provides a high degree of mobility, which allows people to work from almost any place on earth. More and more people realize the value of this opportunity and they take a chance to work differently. The people who choose to work while traveling call themselves Digital Nomads.

The term Digital Nomads will be analyzed more in depth in the first part of this work. The term will be compared with other long term mobilities, such as Lifestyle migrants, self-initiated expatriates, Global nomads and others and decomposed in order to truly understand what being a Digital Nomad means. Richards and Wilson (2004) refer to many authors who are speaking about the quickly growing population of people who choose to live a nomadic lifestyle. And there are many reasons for that. It was never as easy and cheap as it is nowadays to travel the world because of low-cost airlines, low-cost hostels, the coverage of fast internet connection. Even employers are supporting freelance contracts, as it saves costs for them. That supports Levels (2015) assertion that there will be more than hundreds of millions of digital nomads by 2035. Not only is the environment around people changing, but people's life values and habits as well. The nine-to-five working life is no longer desired by many people. People don't want own things anymore and get married less. All this cause the increase in the population of Digital Nomads.

1.2. Research objective and question

The goal of this master thesis is to develop a competency model for Digital Nomads and evaluate its components in specific culture - Czech culture, in order to expand theoretical base, from which digital nomads can source the information. This goal should be reached in second major part of this work, the practical part. In the practical part will be chosen intercultural competency model. This intercultural competency model and its elements, in combination with cultural profile of Czech Republic, will be discussed and evaluated in an interview with Digital Nomads. This part should answer the research question of this master thesis, which is following:

What intercultural competencies digital nomads, who are going to live in Czech Republic coming from outside countries, need to develop, in order to work and live in Czech Republic effectively?

Czech culture was chosen because Prague is, according to the Nomadlis.com (Levels, 2013), the fastest growing city in terms number of visits by digital nomads. Last year was Prague in top 10 cities in Europe, recommended by digital nomads to be visited. Currently Prague is moving between 2nd and 3th place (Levels, 2013). Hofstede's dimensions in combination with Gesteland's dimensions of the patterns of cross-cultural business behavior will help to analyze and describe elements of Czech culture.

1.3. Thesis structure

After defining the term Digital Nomad, the following section will describe the meaning of culture, its definition, what are the elements of culture, what different cultures exist with a special focus on Hofstede dimensions of national culture and organizational culture.

The next section will define and compare intercultural and cross-cultural competence. This section will also analyze, compare and contrast intercultural and cross-cultural competence models. As previously mentioned, the contemporary world is more connected than ever. Companies are expanding to new markets abroad. For companies, it is crucial to have intercultural competent expatriates in order to succeed. Deardorff (2009) provides some examples of when expatriate's intercultural incompetence caused failure, which cost company money, market share, and their reputation. Digital Nomads can fail too. The failure of a Digital Nomad can affect the company they are working for or their own business. Dozens of

research projects have been conducted on expatriate failures and expatriate preparation. Some common causes of expatriate failure (Hung-Wen, 2007; Martinko, Douglas, 1999; Foster, 1997) are intercultural differences such as gender differences, cultural values, religion, traditions, way of living, speaking, dynamic of friendship, local laws and political situations.

The community of digital nomads is growing rapidly, and yet, there are almost no research projects about preparation processes that can decrease a Digital Nomad's failure. That only confirms the need of further research.

After all the data is gathered from the interviews, it will be analyzed and a new intercultural competence model will be developed. The new intercultural competence model will fill the gap in current literature about digital nomads and provide the missing information to Digital Nomads who come to Czech Republic, as well as describe the intercultural competencies they should develop prior departure to Czech Republic.

2. Chapter 2: Theoretical Framework

2.1. Defining digital nomad

In literature, there are many common terms to describe people who travel the world. These terms include backpackers, drifters, migrants, expatriates (Kannisto 2016), global nomads (Richards, Wilson 2004), digital nomads (Makimoto, 2013). This dissertation will be focused on Digital Nomads. However, it is important to see this concept from a wider perspective. Therefore, in this section we will discuss concepts that are similar to the Digital Nomad.

Kannisto (2016) has brought up interesting concept - **lifestyle mobilities**. Lifestyle mobilities include a big range of voluntary relocation from one place to another, where there is a potentially of better or different lifestyle. Kannisto (2016) divided the lifestyle mobilities into three categories: long-term travel, lifestyle migration, and professional lifestyle travel.

2.1.1. Long-term mobilities

Long-term travelers are usually backpackers, drifters or flashpackers. Those are people who go on a journey which lasts from one to few months. After this period of time, they typically return to their home. Some people can live such a lifestyle for many years, keeping a home base in the country of origin (Kannisto, 2016).

Lifestyle migrants leave their homes in one country to find a new home in another country, seeking a better life. Other motivating factors might be cheaper living costs and suitable weather or desired lifestyle (Kannisto, 2016).

Professional lifestyle travelers or self-initiated expatriates, as some professional literature might call them, are people traveling from country to country looking for jobs for short period of time. This means, that they will need, eventually, to settle down (Kannisto, 2016).

The **Global Nomad** is another concept that is often mentioned in the literature. Bell-Villada and collective (2011, p.10.) use the definition of Global Nomads by Norma M. McCaig,

which defines a Global Nomad as "anyone who has lived outside of their parent's country of origin (or their ¨passport country¨) before adulthood because of parent's occupation."

Kannisto (2016) explains the concept of global nomads by expanding on many authors such as J. Urry, D. Lisle or G. Van Den Abbeele. The key point is that all those studies of tourism and migration are based on the assumption that people have a place which they leave or return to, which they call home. Tourists leave their home, travel to the desired destination, spend some time and then they return home. Migrants leave one home and find a new home in another place. In both situations, there is reference point called home, where the journey begins and ends. Conversely, global nomads are constantly traveling from one place to another, without necessarily going back to their country of origin.

Richards and Wilson (2004) build on the definition of nomad, which is mentioned in the following section, by saying that global nomad overcome physical and cultural obstacles, as they are looking for difference and differentiation. The backpacker is then in opposition to the classical version of tourist.

Kannisto (2014) states in the book Global Nomad that global nomads are people who are constantly traveling, who explore new destination without a fixed residence, place of employment, or localized group of friends. Kannisto also says that the journey has lasted at least three years. They gather in communities which stay on one place for just a short time. A lot of them have chosen to leave the comfort that regular income, health care, and insurance in their home country. "Global Nomads are homeless, or—depending on your point of view—at home wherever they happen to be" (Kannisto at al., 2014, p.2).

The definition mentioned by Bell-Villada and collective says, that people may become Global Nomad in early age, not necessarily through their own decision. On the other hand, Richards and Wilson's definition suggests, that a Global Nomad is somebody, who is consistently traveling and seeking something new or different. In some way, that is confirmed by Kannisto's definition, which goes even further by saying that their home is nowhere and everywhere.

Nevertheless, for the further purpose of this thesis, the Kannisto's definition will be used as the definition of global nomads. If the literature concerning Global Nomads is analyzed

in greater depth, one subcategory of the Global Nomad is the Digital Nomad introduced by Makimoto (2013).

2.1.2. Digital Nomad

Digital Nomad is a moderately new concept. The most of the credits for developing this term gets Tsugio Makimoto. However, there are other people who have tried to explore and describe this phenomenon.

Liegl (2014, p.163) uses Kleinrock's definition of digital nomads, which describes digital nomad as "a mobile knowledge worker equipped with digital technologies to work anytime, anywhere." Jarrett Cosette (2016) defines digital nomad as an open-minded freelance and tech workers. On the other hand, Makimoto (2013, p.40) says that digital nomad is now term that "describes a new lifestyle in which people have been freed from the constraints of time and location, thanks to the progress of mobile intelligent devices and high-speed communication networks."

Makimoto defines digital nomads more as a way of living while Liegl's definition is more focused on work-side of things. However, all of them concur on the fact, that people living this lifestyle, are people who have skill and knowledge in information and communication technology.

From these definitions, we can deduce, that digital nomads are people working in some digital field, online, and are location independent. In order to fully understand what concept of Digital Nomad truly means, it's necessary to decompose it.

Encyclopædia Britannica (2009) define Nomadism as a way of life for people, who prefer to cyclically or periodically move from one place to another, rather than live continually in the same place. Arntzen (2009, p. 69) provides a definition of Nomads, which defines them as "groups of people and social types, characterized by a lack of permanent residence or settlement." According to Oxford dictionaries (2016) a nomad is a person who constantly travels from one place to another to find new resources for him and his animals and doesn't have permanent home.

Richards and Wilson (2004) use the definition of nomad inspired by Kaplan, saying that nomad is the one who is always traveling, without any thoughtfully planned destination, goal or objective for long term and without any place to return to.

Arntzen and Oxford Dictionaries coincide on the fact that nomad is someone without a permanent home, which Encyclopædia Britannica complements by adding the fact, that these nomads don't stay in one place, but travel from one place to another.

Richards and Wilson put nomads in the modern perspective of a traveller. However, their definition just confirms the core idea of what nomad is, which has been already mentioned before. Nevertheless, Richards and Wilson (2004) expand on the Kaplan definition, by saying that nomad, characterises an idealized way of traveling in which are no limitations from modern society.

According to Cambridge Dictionary (2016) "Digital" is "using or relating to digital signals and computer technology." Whatis.com (2016) describe a digital in more depth, stating that "digital describes electronic technology that generates, stores, and processes data in terms of two states: positive and non-positive."

Nonetheless, Dörner and Edelman (2015) say, that digital can be seen not anly as something connected to technology, but also as a new way of engaging with clients. More importantly, rather than seeking the definition of digital as a thing, it is necessary to look at this term as a way of doing things. Cambridge Dictionary and the Whatis.com definitions are more technical, whereas Dörner and Edelman look at this term more from the perspective of how things are done.

From the definitions above, it can be concluded that digital nomads are usually people who decided to conduct life in nomadic manners, moving from one place to another, staying there for some period of time and then leaving again to another place. They are use modern technology to do their jobs, earn money, by working online in some digital field.

2.2. Culture

The culture is great concept which is going in great depths of thinking of people in certain area. Researchers have studied a wide range of the different elements of culture in order to describe it. As Digital Nomads travel to different countries, they experience different cultures, which influence their lives in various ways. Therefore, it is important to understand the concept of culture, as well as its elements, characteristics and the way different cultures interact with each other. All that will be discussed in this section (Hledíková, Janák and Dobeš, 2007).

2.2.1. Defining culture

Many researchers, from different industries, have tried, for many decades, to define the term "culture". Kroeber and Kluckhohn (1952, p.181) have analyzed dozens concepts and definitions of culture. From that they formulated a new definition which is following: Culture are patterns of behaviour, which can be apperent on first sign, as well as hidden. The behaviour is articulated by symbols, which demonstrate the differentiation of groups of human. "Essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, on the other, as conditional elements of future action."

Geert Hofstede defines culture as "the collective programming of the mind which distinguishes the members of one group or category of people from another" (1991, p.5). Hofstede lists the examples of group or category as following: national culture, gender culture, age group or generation culture, occupation culture or organizational culture.

More recently Spencer-Oatey (2008, p.3) defined culture as „a fuzzy set of basic assumptions and values, orientations to life, beliefs, policies, procedures and behavioural conventions that are shared by a group of people, and that influence (but do not determine) each member's behaviour and his/her interpretations of the 'meaning' of other people's behaviour."

From these definitions above, it can be deduced that culture is set of patterns, behaviors, symbols, values, and rules, which are shared by a group of people and have an impact on their behavior. According to Hofstede (1994; 2007), the manifestation of culture can be divided into Symbols, Heroes, Rituals, and Values. All these categories influence the practices within the

culture. Accordingly, Hofstede created, what is called the Onion model, where he locates all mentioned categories. See figure 1.
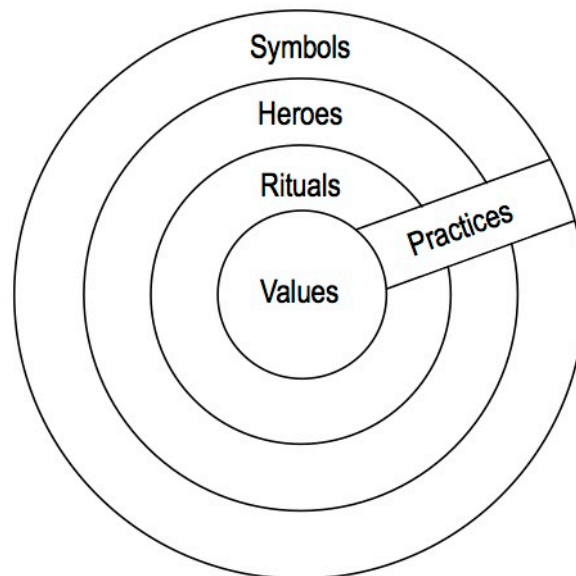
Figure 1: Hofstede's Onion Model of Culture   Source: Hofstede, Hofstede jr., Mikov, 2010.

2.2.1.1.   Symbols

Symbols are placed at the top layer of the onion as they are the most changeable. Symbols include items, gestures or words, which have special meaning for people from a particular culture. These symbols are changing all the time. New symbols arise, some very quickly disappear and some stay for longer period of time and can be influenced by time and current trends. Some cultural symbol of one culture may be copied by other cultures. However, the meaning of these copied symbols may not stay the same (Hofstede, 2007)

2.2.1.2.   Rituals

Rituals are activities which are performed by people within one culture, which may not have a purpose to gain material outcome, but they have special meaning for members of one culture. The members of the certain culture may think that they perform rituals with completely rational purposes however, the real meaning is to strengthen the relationship. The way of greeting can be the most common ritual performed all over the world, yet in many different ways. Other examples of rituals are religious ceremonies or business meetings (Hofstede, 2007).

2.2.1.3. Heroes

Heroes are people who represent personal features and behavioral patterns, which are highly respected in a given culture. These heroes might be living or dead, real or fictional. In some culture, heroes are fairy tale creatures, which server for younger generation of people as an example of a model behavior (Hofstede, 2007).

2.2.1.4. Values

In the core of the Onion model is the Values of the culture. The values give the general guidance what is good and what is bad, right and wrong, nice and ugly, and so on. These values are learned in early stages of life. They are so deeply imbedded in the minds of an individual that, people outside of the culture can hardly identify them (Hofstede, 2007).

As mentioned in Hofstede's definition of culture, he divides the culture into levels and different layers. People can be a member of different social groups, which influence their patterns of behavior and cultural norms. National culture will be discussed in further detail in the following section.

2.2.2. National culture

Hofstede (1994) in his research has identified 5 dimensions of national culture differences: Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, Long Term vs. Short Term orientation and Indulgence Vs. Restraint.

2.2.2.1. Power Distance

"It is the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally" (Hofstede, 1994, p.2). People from the cultures where Power Distance is high tend to accept unequal distribution of power. They expect to be told what to do, and agree that one individual will have more power than the other. On the other hand, people from low Power Distance cultures expect that power will be distributed equally and that they will be treated as an equal.

2.2.2.2. Individualism Vs. Collectivism

"Individualism on the one side versus its opposite, collectivism, is the degree to which individuals are integrated into groups" (Hofstede, 1994, p.2). People in individualistic culture are seen as an individuals, who take care of themselves and are autonomous. In collectivistic culture, the individual is seen as a member of a larger group in which they coexist. In

Individualistic culture, individuals set up their goals according to what they individually want to achieve. In collectivistic culture, individuals set up their goals in accordance with what is beneficial for the whole group (Hofstede, 2007).

2.2.2.3. Masculinity Vs. Femininity

"Masculinity versus its opposite, femininity, refers to the distribution of roles between the sexes which is another fundamental issue for any society to which a range of solutions are found (Hofstede, 1994, p.3)." This dimension shows the degree of separation between a man's and a woman's role in society. In masculine cultures, the roles are distinctly separated. High performance, dominance, and materialistic motivation is expected; a woman's role is expected to involve caring, humbleness, and focus on the quality of life. On the other hand, in feminine culture are these roles close to each other, or even overlap. Both genders are expected to be soft, focused on quality of life, soft and unpretentious (Hofstede, 2007).

2.2.2.4. Uncertainty avoidance

Uncertainty avoidance focuses on the degree to which people in a certain culture are comfortable to deal with uncertainty. In a culture with a high degree of uncertainty avoidance, the rules are very important. If there are no strict guidelines how to act in certain situation it makes people very uncomfortable. The rules of systems in different institutions need to be set up strictly and thought about thoroughly. There is a high chance of punishment if the rules are not followed. In the low uncertainty avoidance cultures, rules don't play such a big role. People in low uncertainty cultures react to uncertainty calmly (Hofstede, 2007).

2.2.2.5. Long Term Vs. Short Term Orientation

"It can be said to deal with Virtue regardless of Truth. Values associated with long term orientation are thrift and perseverance; values associated with short term orientation are respected for tradition, fulfilling social obligations, and protecting one's ¨face¨" (Hofstede, 1994, p.5,). Long-term orientation cultures' values include education, honor, adaptability, responsibility and restraint. For cultures with short term orientation, the associated values are freedom, performance, and independence (Hofstede, 2007).

2.2.2.6. Indulgence Vs. Restraint

Indulgence is a tendency to prioritize having fun and enjoying life whereas restraint, is the opposite which when these needs of having fun and enjoying life are restricted by strict social norms (Hofstede, 2007).

2.2.3. Organizational culture

Since many Digital Nomads work as freelancers, they may come across a variety of different organizational cultures and management styles while working for different companies in different countries. Hofstede (2010) identifies 6 dimensions of organizational culture. Additionally, similarities can be found in Gesteland's (1999, 2012) dimensions of the patterns of cross-cultural business behavior:

2.2.3.1. Process-oriented vs. Results-oriented Cultures

"The former is dominated by technical and bureaucratic routines, the latter by a common concern for outcomes" (Hofstede, 1994, p.10). In the process-oriented culture, individuals perceive their days at work as repetitive. They try to not face any risks in the work process and they dedicate just a little effort to their job. Conversely, in result-oriented cultures, individuals put as much effort into their work as they can while being comfortable with taking risks. They perceive that each of their working days is different (Hofstede 2010).

2.2.3.2. Job-oriented Vs. Employee-oriented Cultures

"The former assume responsibility for the employees' job performance only, and nothing more; employee-oriented cultures assume a broad responsibility for their members' well-being" (Hofstede, 1994, p.10). In the employee-oriented culture, the organization looks at an employee as the whole package and take into consideration their problems and welfare. Decisions are usually made by a group. In the job-oriented culture, the organization focuses on the results of an employee's work, instead of their welfare. Employees may feel under pressure. The important decisions are made by individuals (Hofstede, 2010).

2.2.3.3. Professional Vs. Parochial Cultures

"In the former, the usually highly educated members identify primarily with their profession; in the latter, the members derive their identity from the organization for which they work" (Hofstede, 1994, p.10). Organizations in the parochial cultures, which are similar to employee-oriented cultures, look at an employee as a whole, meaning that they take into account their job competence as well as their social and family background. In professional

culture, organizations tend to separate the private life of the employee and their work- they focus only on job competence (Hofstede, 2010).

2.2.3.4. Open System Vs. Closed System Cultures

"This dimension refers to the common style of internal and external communication, and to the ease with which outsiders and newcomers are admitted" (Hofstede, 1994, p.10). In the open systems, people and organization consider themselves as open towards newcomers and outsiders. In closed system cultures, both organizations and employees guard themselves against newcomers. They are secretive even among their known co-workers (Hofstede, 2010).

2.2.3.5. Tightly Vs. Loosely Controlled Cultures

"This dimension deals with the degree of formality and punctuality within the organization" (Hofstede, 1994, p.12). In tightly controlled cultures, the organizations tend to focus on costs, meeting on time, and tight formal control. In loosely controlled cultures, meeting times are set up approximately and there is no such focus on costs (Hofstede, 2010).

2.2.3.6. Pragmatic Vs. Normative Cultures

This "dimension describes the prevailing way (flexible or rigid) of dealing with the environment, in particular with customers" (Hofstede, 1994, p.12). In Normative cultures, the main focus is on doing things exactly according to rules without a major focus on outcome and customer satisfaction. On the other side, in Pragmatic cultures, the main focus is on delivering what customer need and want therefore, the result is more important than correct procedures (Hofstede, 2010).

2.2.4. Patterns of cross-cultural business behavior

While having a different dimension of National and Organisational culture by Hofstede, it is important to see cultural differences from another point of view. Gesteland (1999) identified dimensions of the patterns of cross-cultural business behavior:

2.2.4.1. Rigid-time vs. Fluid-time

This dimension is similar to Hofstede's dimension Tightly Vs. Loosely Controlled Cultures. It deals with attitudes towards scheduling and time precision. Rigid-time cultures set schedules in concrete and agendas of the meeting are fixed. In contrast, Fluid-time cultures pay less attention to time and punctuality, and deadlines are flexible (Gesteland, 2012).

2.2.4.2. Expressive Vs. Reserved Cultures

This dimension deals with the degree of expressionless in verbal, nonverbal and paraverbal communication. Different cultures give a different meaning to silence or the volume of the speech. There are also different rules in turn taking and conversation overlap. Distances between people, touch behavior, eye contact or gestures may all differ from culture to culture (Gesteland, 2012).

2.2.4.3. Formal vs. Informal Cultures

This dimension deals with the degree of formality in a culture, in regards to status, hierarchies, power, and respect. Informal cultures value status equality; formal cultures emhasize hierarchies and status differences (Gesteland, 1999).

2.2.4.4. Deal-Focus vs. Relationship-focus

Relationship-focused cultures are people-oriented. That means people in such culture want to build some connection with counterpart and trust before pursuing business. They might be uncomfortable doing business with people they don't know. Deal-focused cultures can be considered as task-oriented. People from this dimension are more open to make a deal with people they don't know (Gesteland, 1999; 2012).

National and Organizational cultures, as well as dimensions of patterns in cross-cultural business behaviour, give us insight into what behaviour can be expected in different cultures. This might be beneficial for Digital Nomads to expand their knowledge, scan their personal attributes, identify cultural distance and therefore, enhance their intercultural competence.

2.3. Intercultural Competence Model

In order to understand what intercultural skills Digital Nomads should possess, information they should find or what personal attributes they may have, this section will analyze the meaning of cross-cultural and intercultural competence models. Subsequently, one model will be chosen and analyzed in more depth.

Deardorff (2006) lists many terms similar to intercultural competence such as: cross-cultural competence, global competence, intercultural competence, and global citizenship. Fantini (2007) expanded the terminology with international competence, cross-cultural

awareness, and cultural sensitivity. Other literature favors the term cultural intelligence. However, the most mentioned terms are cross-cultural competence and intercultural competence. It is important to analyze and compare definitions of these two terms in order to fully understand the differences. The following section will compare the terms cross-cultural competence and intercultural competence

2.3.1. Definition of cross-cultural competence

Johnson, Lenartowicz and Apud (2006) divide definition of CCC into three categories - international business; workplace diversity; intercultural communications.

2.3.1.1.   International business

Literature provides many definitions of cross-cultural competence in international business. Johnson, Lenartowicz and Apud have analyzed many of them from different industries, defined by authors such as Byram, Hofstede or Earley and have proposed following definition:

"Cross-cultural competence in international business is an individual's effectiveness in drawing upon a set of knowledge, skills, and personal attributes in order to work successfully with people from different national cultural backgrounds at home or abroad "(p. 530, 2006).

2.3.1.2.   In workplace diversity

In order to define CCC in workplace diversity were analyzed numerous definitions, mainly across health care, medicine, psychology and education sector. The resulting definition is as following:

"Cultural competence is a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals and enables that system, agency, or those professionals to work effectively in cross-cultural situations" (Johnson, Lenartowicz and Apud, p. 529, 2006).

2.3.1.3.   Competence in Cross-cultural communication

Johnson, Lenartowicz and Apud (2006) have compared definitions of authors such as Collier, Kealey, Miller, Lustig and Koester. They found that definitions by these authors share the same elements.

"The consensus is that 'competence' in this field of study means to be appropriate and effective in interactions between individuals from different national cultures "(Johnson, Lenartowicz and Apud, p. 529, 2006).

All three definitions share the same goal, to be effective. That suggests that cross-cultural competence is the ability to deal with things in an international context or environment in the way that is most likely to secure the desired outcome. The definitions say that there are factors which directly affect an individual's effectiveness. The first definition puts emphasis on skills, knowledge, and attributes of individuals, which determine their effectiveness. In contrast, the second definition emphasizes both an individual's personal traits and the surrounding environment. The definition of CCC in workplace diversity points out that companies, agencies, organization or any other international institution should create a working environment and company policy that will enhance its' effectiveness. It is interesting to note that the two elements in the first definition- skills and knowledge, can be acquired and developed. Conversely, the two elements from the second definition are more inherent and might be harder to influence.

2.3.2. Definition of Intercultural competence

Deardorff (2006) concluded that the definition of intercultural competence can be complicated to define, as it is continuously evolving. Intercultural scholars and administrators prefer a less specific definition. However, Deardorff mentions two definitions which have ranked the most accurate among the intercultural scholars.

The first definition is a summarization of Byram's work which is following: "Knowledge of others; knowledge of self; skills to interpret and relate; skills to discover and/or to interact; valuing others' values, beliefs, and behaviors; and relativizing one's self. Linguistic competence plays a key role" (Deardorff, 2006, p. 247).

The second definition is a summarization of Lambert's work which is following: "Five components: World knowledge, foreign language proficiency, cultural empathy, approval of foreign people and cultures, an ability to practice one's profession in an international setting" (Deardorff, p. 247, 2006).

Deardorff (2006, p. 248) mentions her previous definition which has been top-rated by intercultural scholars, which is following "the ability to communicate effectively and appropriately in intercultural situations based on one's intercultural knowledge, skills, and attitudes".

In her definition, Deardorff summarizes elements of Byram's and Lambert's work. Byram's and Lambert's definitions are very specific and might be seen as different. However, after a closer look and comparison, these elements are quite similar in their nature, which is expressed in Deardorff's definition. Byram's and Lambert's definitions are about being open-minded and open to new cultures and experience. This reflects an attitude of acceptance and builds on experience and knowledge, which are transformed into skills and abilities which enable individuals to communicate and interact with people from different culture effectively.

The definitions of CCC and Intercultural competence can be seen in different ways. However, in order to be able to analyze and compare these definitions, it is important to understand what the terms Intercultural and Cross-cultural really mean.

2.3.3. Cross-cultural vs. Intercultural

According to Gudykunst the "cross-cultural involves comparison of communication across cultures" whereas, "intercultural communication involves communication between people from different cultures" (p.1, 2003). Gonzalez (2011) confirms that "cross-cultural means a comparison and contrast between two cultural groups" and "intercultural refers to what happens when people from these two groups come together." Fries (2006) definitions of Intercultural and Cross-cultural are similar to previous definitions. However, Fries says that the main difference, between these two terms, is the "interaction". Fries explains the difference between these two terms on the example of the education system. "For example ¨a cross-cultural study of education in Western Europe "would be a comparison of chosen aspects of education in various countries or regions, but would consider each country or region separately and would not suggest any interaction between the various educational systems." (Fries, p.2, 2006). "On the other hand, the term "intercultural" implies interaction. From an intercultural perspective, it would be possible to study the experiences of students or teachers who move from one educational system to another or to examine the interactions of students from different countries enrolled in a specific class or program" (Fries, p.2, 2006).

Based on previous definitions is possible to conclude that Cross-cultural means to compare and contrast certain aspects of different cultures, whereas Intercultural describes what happens when different cultures meet and interact with each other. Therefore, for purposes of this thesis, the term Intercultural will be used.

From both, intercultural and cross-cultural competence definitions is possible to conclude that the competence is the ability to achieve desirable outcomes. To do so, there are multiple factors which have a direct impact on the process. These factors are knowledge, skills, personal attributes, behaviors and attitudes. It is important to note that Byrams's and CCC in workplace diversity definitions take into account even external factors which have an influence on Intercultural competence. Nevertheless, for purposes of this work will be used Deardorff's definition, as it covers the majority of previously mentioned factors.

2.3.4. Intercultural Competence Models

Literature provides a variety of intercultural competence models. In Deardorff's book there are more than 20 intercultural competence models mentioned. In this section will be mentioned only few and further on one analysed. Definition of competency model Competency model describes concrete combination of knowledge, skills and other personal attributes, which are needed to effectively reach the goals in organization (Kubeš, Spillerová, Kurnický, 2004).

2.3.4.1. Cross-cultural competence (CCC) model

The model of CCC proposed by Johnson, Lenartowicz and Apud (2006) is based on the definition of cultural competence in international business. This model is constituted by personal attributes, personal skills, cultural knowledge and external and internal factors

The Byram (1997) proposed a model of intercultural communicative competence which has three attributes: attitudes, knowledge, and skills.

Deardorff's model pyramid model

The following figure represents a model of intercultural competence by Deardorff (2006). Deardorff's pyramid model incorporates 22 essentials elements of intercultural competence. The vast majority of intercultural scholars and administrators agree on these elements. As previously mentioned Deardorff's definition of intercultural competence this

model emphasizes the importance of knowledge, skills, and attitudes. The attitude plays a fundamental role, which Deardorff supports by quoting Lynch and Hanson who say that "After all the books have been read and the skills learned and practiced, the cross-cultural effectiveness of each of us will vary. And it will vary more by what we bring to the learning than by what we have learned" (Deardorff, p. 255, 2006). This model proposes an interesting relationship between attitudes and personal attributes to the outcomes. The outcome is divided into internal and internal outcomes. The internal outcome is an internal frame of reference which enhances the external outcome. The external outcome is appropriate and effective behavior and communication in intercultural interactions (Deardorff, 2006). Appropriateness is a skill to break no valued rules and the effectiveness is the ability to achieve the goals (Deardorff 2006).

Table 1: Deardorff's pyramid model

DESIRED EXERNAL OUTCOME:

Behaving and communicating effectively and appropriately (based on one's intercultural knowledge, skills, and attitudes) to achieve one's

DESIRED INTERNAL OUTCOME:

Informed frame of reference/filter shift:

Adaptability (to different communication styles and behaviours adjustment to new cultural environments);

Flexibility (selecting and using appropriate communication styles and behaviors, cognitive flexibility)

Knowledge and Comprehension:	Skills:
Cultural self-awareness;	To listen observe, and interpret
Deep understanding and knowledge of culture (including context, role and impact of culture and other world views)	To analyze, evaluate and relate
Culture-specific information;	

Requisite Attitutdes:

Respect (valuing other cultures, cultural diversity)

Openness (to intercultural learning and peple from othercultures, with holding judgement

Curiosity and discovery (tolerating ambiguity and ucertainty)

Source: Deardorff (p. 254, 2006) edited

Deardorff (2006) notes that intercultural scholars and administrators did not identify particular components of intercultural competence. For instance, they do not describe what knowledge, skills and attitudes are composed of. Conversely, Johnson, Lenartowicz and Apud (2006) are a bit more specific. Their cross-cultural competence model is similar to Deardorff's, including both knowledge and skills, however attitudes are replaced with personal attributes. In addition, the Johnson, Lenartowicz and Apud (2006) model incorporates external factors such as institutional ethnocentrism and cultural distance..

Table 2: Intercultural competence model

Personal attributes

- Values
- Beliefs, norms
- Personality traits
  - Flexibility
  - Perseverance
  - Self-efficacy, etc.

Personal skills

- Abilities
- Aptitudes

General Knowledge

- General
- Specific
  - Factual
  - Conceptual
  - Attributional

Institutional ethnocentrism

Cross-cultural competence

Cultural distance
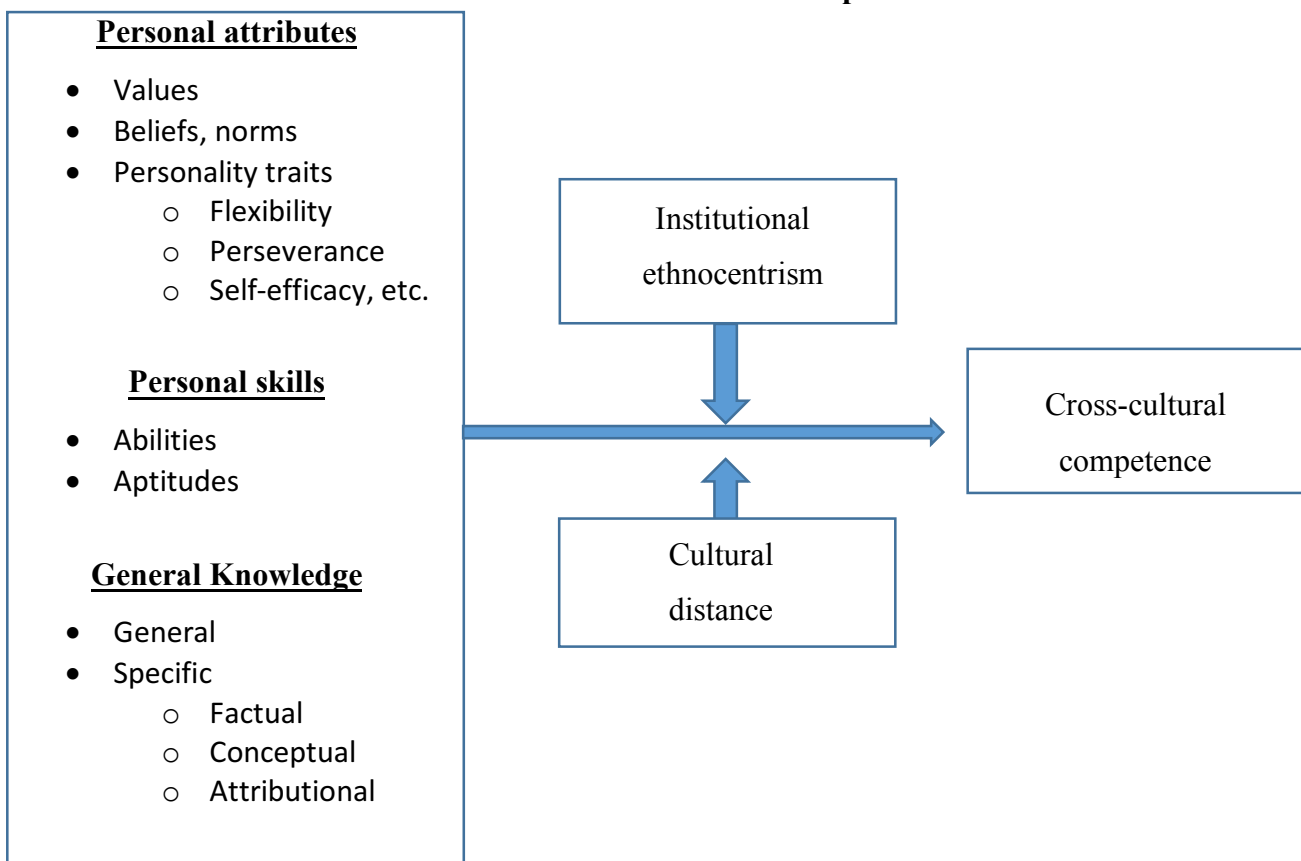
Source: Johnson, Lenartowicz and Apud (2006) p. 533 edited

These two models may be seen as similar, but they are quite different in their nature. In Table 2 we can see that the particular elements of skills and knowledge in Johnson's, Lenartowicz's and Apud's model are different from the elements in Deardorff's model. It is necessary to note that of Johnson's, Lenartowicz's and Apud's model is more focused on business, in oppose to Deardorff's, which is focused towards education. Johnson's,

Lenartowicz's and Apud's work will be described more in depth in practical section of this thesis.

The cross-cultural competence model by Bartel-Radic and Giannelloni (2017) combines the elements of personal traits and attitudes from the previous two models, as well as knowledge, which is incorporated in cognitive abilities. Even though these categories use the same terms as previous models, they share just a few components.

Table 3: Cross-cultural competence model by Bartel-Radic and Giannelloni

| Personality traits:
 • Emotional stability
 • Open-mindedness
 • Tolerance for ambiguity
 • Attributional complexity
 • Empathy
 Attitudes:
 • Ethnorelativsm | Cognitive abilities: Cross-cultural knowledge

 - knowledge of one's own and other cultures,
 - knowledge of dimensions of culture, meta-knowledge of cultural differences | Behavioral skills:

 Adaptation to the specifics of intercultural interaction |
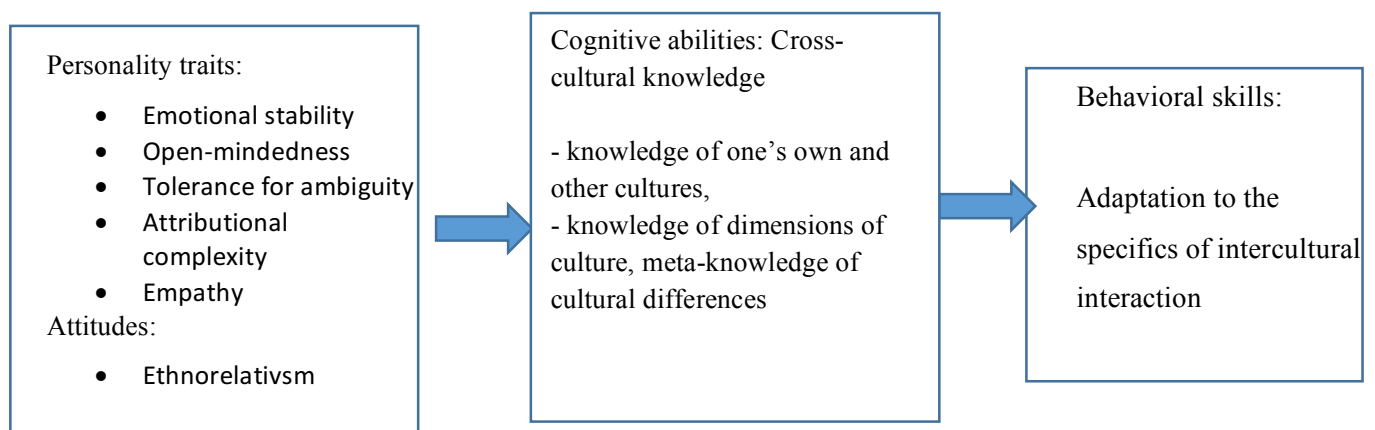
Source: Bartel-Radic and Giannelloni (p. 3, 2017) edited

In their report, Sinicrope, Norris and Watanab (2007) mention many authors and their models. One of those models is Byram's and Risager's European Multidimensional Models of Intercultural Competence (EMMIC). Byram proposed a five-factor model which consists of attitude, knowledge, skills of interpreting and relating, skills of discovery and interaction, and critical cultural awareness.

The Model of Intercultural Communication Competence by Spitzberg (2000) is based on three main aspects: Knowledge, Motivation and Skills. These factors are based on listed skills, abilities, and attitude, and analyzed in three levels: the individual system, the episodic system and the relational system. There is no need explore these system more deeply for the purposes of this work. "The model portrays the process of dyadic interaction as a function of

two individuals' motivation to communicate, knowledge of communication in that context, and skills in implementing their motivation and knowledge" (Spitzberg, 2000, p. 380,).
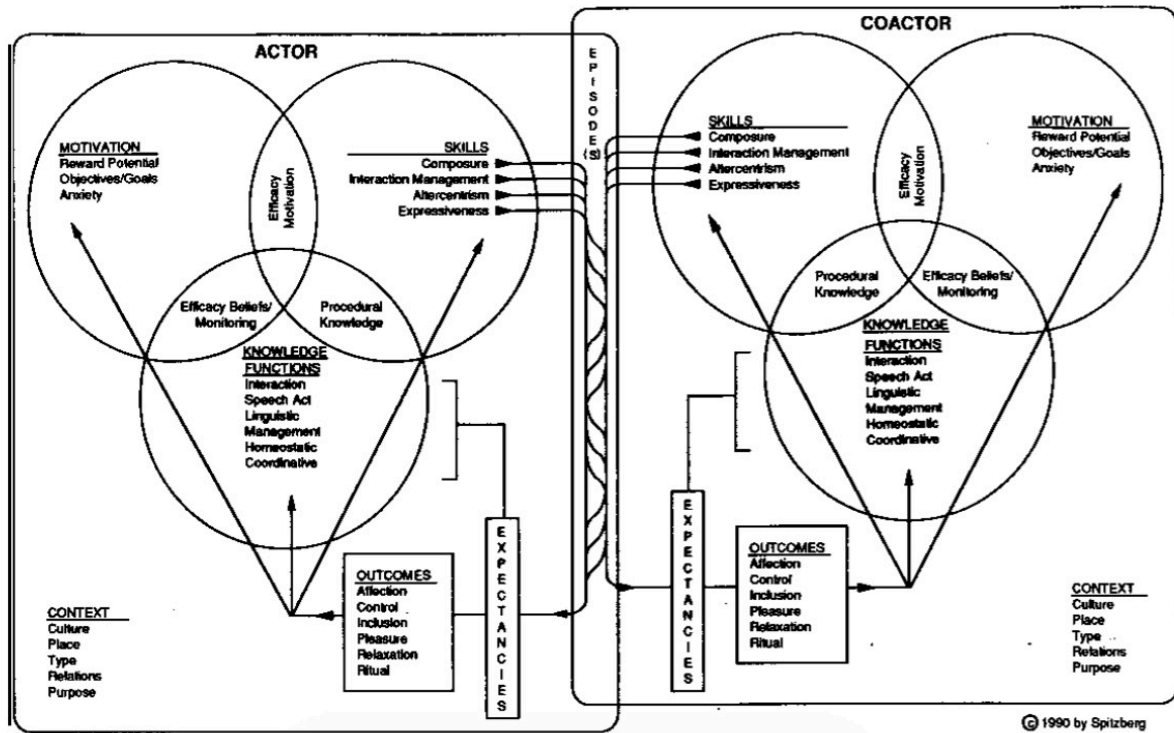
Figure 2: Model of Intercultural Communication Competence Source: Spitzberg, p. 382, 2000

Gerstein, Hurley and Hutchison provide a model from a different perspective. Unlike the other models, the "Dynamic-Systemic-Process (DSP) Model of International Competencies is guided by the assumption that individuals' learning and development of international competencies is continuous, not sequential but recursive, constantly evolving, cumulative, and highly dynamic" (Gerstein, Hurley and Hutchison, p. 241, 2015).
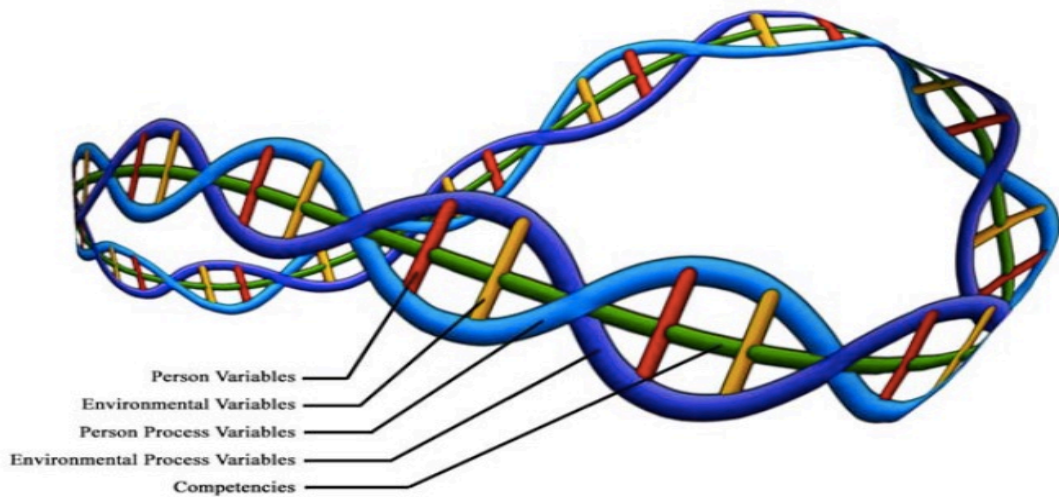
Figure 3: Dynamic-Systemic-Process Model of International Competencies **Source**: Gerstein, Hurley and Hutchison, p. 242, 2015

This DSP model by Gerstein, Hurley and Hutchison (2015) is composed of many variables which consist other elements:

- Person Variables – Personality and previous international experiences.
- Environmental Variables – Cultural distance, characteristics of the job and organization.
- Environmental process variables - Training delivery, timing, and rigor.
- Person Process Variables - Emotion, motivation as a personal process, cultural adaptability, cultural environment, coping skills, cognitive complexity and flexibility, cognitive closure, ethnocentrism to ethno-relativism, interpersonal skills.
- Competencies – Motivation, awareness, knowledge, and skills.

As previously mentioned, some components of the model might be called the same thing, however, the models look at the intercultural competence from different points of view. Deardorff's (2006) model is oriented towards intercultural competence of students and education. The model presented by Johnson, Lenartowicz and Apud (2006) is focused on the international business. Cross-cultural competence model by Bartel-Radic and Giannelloni (2017) examine how particular components influence each other in the international business environment. The report by Sinicrope, Norris and Watanab (2007) mention Byram's model, and seek to understand the intercultural competence from a communication perspective. The Model of Intercultural Communication Competence by Spitzberg (2000) examines the interaction between cultures. The Dynamic-Systemic-Process (DSP) Model is made with the

purpose to help "psychologists and trainees develop and employ culturally relevant and effective international skills" (Gerstein, Hurley and Hutchison, 2015, p. 239). The most common components among these models are knowledge, skills, attitudes, personal attributes. As already mentioned, Digital Nomads usually work online, own their own business or do freelancing. Therefore, for purpose of this work, we will explore cross-cultural competence in international business by Johnson, Lenartowicz and Apud (2006).

Knowledge

Johnson, Lenartowicz and Apud (2006) use many authors to explain what this dimension includes, including specific and general knowledge, knowledge of culture, knowledge of the language, and knowledge about the rules of interaction. These terms have wide definitions. Therefore, they use differentiation by Hofstede, who differentiates cultural knowledge to culture-general and culture-specific and Earley's and Ang's approach which explores the cognitive aspects of knowledge acquisition called 'metacognition'.

Culture-general knowledge is focused on information about the general environment of a culture such as what are the frameworks based on which can be one culture compared/contrasted with another different culture. It also includes general knowledge about economic, political, legal, social, financial and technological systems that exists and influence each other in one culture (Johnson, Lenartowicz and Apud, 2006).

Culture-specific "focus on specific knowledge about another culture. This includes information about geography, economics, politics, law, history, customs, hygiene, what to do, and what not to do" (Johnson, Lenartowicz and Apud, 2006, p. 531). This knowledge is further divided into other three types: factual, conceptual, and attributional. **Factual knowledge** focus on history of a country, what is its political and economic system, what are the important institutions in that country, and what its social structure. **Conceptual knowledge** explores a cultural value system of a groups and how these values manifests in behaviors of local people. **Attributional knowledge** is concerned about what is appropriate behavior in that culture. It is based on factual and conceptual knowledge.

Metacognition has three aspects. Personal aspect (intra-individual, inter-individual or universal) which is about how we view our selves and other at the cultural level. Task variables which deal with the nature of the information acquired. Strategy variable is about what to do

and how to use the knowledge effectively the acquired knowledge (Johnson, Lenartowicz and Apud, 2006).

Skills

Skills are set of „abilities (such as foreign language competence, adapting to the behavioral norms of a different cultural environment, effective stress-management, or conflict resolution) and aptitudes" (Johnson, Lenartowicz and Apud, 2006, p.531). Deardorff (2006) also adds the skill to listen, observe, interpret, analyze, evaluate, and relate.

Personal Attributes

This dimension is a combination of internalized one's home culture values, norms and beliefs and one's personality traits such as ambition, courage, curiosity, decisiveness, enthusiasm, fortitude, integrity, judgment, loyalty, perseverance, self-efficacy, tolerance for ambiguity, and more (Johnson, Lenartowicz and Apud, 2006).

External Factors

According to Johnson, Lenartowicz and Apud (2006), the environments, such as physical, economic, political and legal, in which an individual is located has a big influence on the degree of effectiveness in cultural competence. They examine two factors which influence effective use of one's knowledge, skills, and attributes: institutional ethnocentrism and cultural distance.

Johnson, Lenartowicz and Apud, (2006) say that **Institutional Ethnocentrism** is a common thing in international business. It is when foreign expatriate in an executive role in the host country is imposing techniques of doing things the way they are done in a home country. The limitations and small space for allowances might have a big impact on one's effectiveness in multicultural teams.

Cultural distance (Johnson, Lenartowicz and Apud, 2006) is trying to examine and capture the general differences between national cultures. The bigger the cultural distance is, the more difficulties two nationalities may face while working together. The cultural differences might be in cultural values, as well as, environmental variables, too, such as the language, the economy, and the political and legal systems.

2.4. Cultural profile of Czech Republic

The Czech Republic has gone through many changes over the centuries. The Czech culture has been influenced by many different factors including world wars, invasions and political regimes. In 1918, the Czech Republic was called Czechoslovakia. During that time Czechoslovakia went through the Second World War and suffered an invasion by Russia. Russian occupation left the country with a communist regime which has had huge impact on Czech mentality, as it lasted for many decades. In 1993 the Czech Republic was established, and it became member of European Union in 2004. Over the years, Czech Republic was dominated and influenced by other cultures. Another big factor is area and location of Czech Republic; its' neighbours Germany, Poland and Austria have had a major impact on Czech GDP and culture.

2.4.1. High Power Distance

In the Power Distance dimension, Czech culture reached 45th place of 74 with a Power Distance Index of 57. That makes Czech culture a fairly high Power Distance culture and hierarchical society. For example, it might be shocking for a person from a low power distance culture to experience the inequality in a typical workplace, where the power is centralized and there is big inequality between superiors and subordinates. In another example, someone from a low Power Distance culture may notice a different attitude when visiting a doctor, as the Czech doctor will feel as superior and will treat their patient accordingly (Hofstede, Hofstede, and Minkov, 2010).

2.4.2. Individualism

Czech culture got 58 points in Individualism therefore, it is individualistic culture. A foreigner from collectivistic culture might be surprised with the honesty that is common in Czech culture. "Telling the truth about how one feels is characteristic of a sincere and honest person" (Hofstede, Hofstede and Minkov, p.107, 2010). This will be further discussed in Gesteland's model. People in individualistic countries walk faster, which could be perceived as a rushed or chaotic environment by a person in a collectivist culture. Individuals are hired based on skills rather than personal attributes. The relationship between employer and employee is different as well-individualistic individuals don't create strong relationships with their employers- which will be difficult for a person from a collectivistic culture to cope with (Hofstede, Hofstede and Minkov, 2010).

2.4.3. Masculinity

With 57 points, Czech culture is considered to be masculine. A person coming from feminine culture may encounter some difficulties. Different life values such as high status, earnings, recognition are valued and appreciated by masculine society. A person from a more feminine society could perceive a person from masculine society as a show-off. A man should be assertive, ambitious and tough, while women are supposed to take care of relationships, while being emotional and caring. This makes things challenging for a woman with high career ambitions in a masculine based society who may find it harder to find a job or must accept the established attitudes towards women in a high position. Emphasis is put competitiveness and results. The attitudes towards sexual harassment, homosexuality or sex differs. Men coming from feminine cultures may find themselves in a confusing situation as they treat women in a more sexual way that may not be considered as harassment in their home country. Homosexuals can encounter aversion to which they are not used to when they come from a feminine to Czech masculine culture. People in masculine societies even dress differently. Managers in masculine culture are more aggressive, and do not look for compromise, as is typical for a feminine culture. That may be frustrating for a person from feminine culture (Hofstede, Hofstede and Minkov, 2010).

2.4.4. Uncertainty avoidance

Czechia, with 74 points, has a high degree of uncertainty avoidance. Czech people can perceive the unknown as dangerous, which includes foreigners. For people from low uncertainty avoidance cultures, coming to CR may result in struggles to cope with the unhappiness and pessimism. Highly skilled and experienced people are perceived as more reliable. In Czechia there are many rules, laws, restriction, and deadlines, which might be perceived as too limiting, stressful, irrelevant, or pressurizing and frustrating for a person from low uncertainty avoidance (Hofstede, Hofstede and Minkov, 2010).

2.4.5. Long term orientation

Czechs are very long-term oriented with 70 points in the long-term orientation index. That means that Czechs put in continuous and sustainable effort in order to achieve long term profits. Instead of maintaining old traditions, they adapt to current circumstances. Adaptiveness and self-discipline is a big factor in Czech business world. A foreigner from a short-term oriented culture may struggle with setting company goals, as they are long term oriented (Hofstede, Hofstede and Minkov, 2010).

2.4.6. Indulgence Vs. Restraint

Czechia has very low indulgence vs. restraint index score of 29 points. That means that Czech culture is in the restraint category. The majority of local people are unhappy, cynic, neurotic and pessimistic. That may be very hard to cope with for person coming from an indulgent culture. In the long term, it could cause frustration and sadness and premature departure from the country. A foreign person may find hard to make a connection with local Czech people as they don't put high importance on friendship (Hofstede, Hofstede and Minkov, 2010).
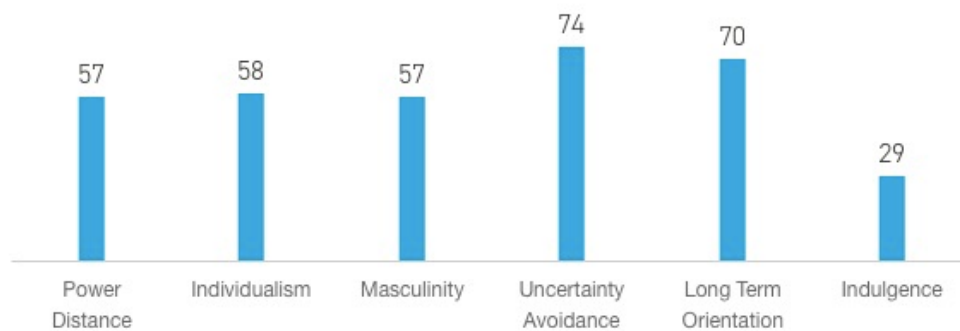
Figure 4: Czech Republic Cultural Profile **Source**: Hofstede (2017) edited

2.4.7. Deal-focused, Moderately Formal, Monochronic, Reserved Culture

Czech national culture, as well as business culture, has been influenced by Austrian and German culture due to its location, historical events, and tight business connections. The most common foreign language spoken in Czechia is English or German. Czechs have deal-focused business behavior; they are not afraid of doing business with strangers or foreigners and business is discussed immediately and directly. Czechs tend to be very direct in their communication, with formal language and attitudes. Czechs value formality and hierarchy. The proper dress code, language and greeting rituals are important. Punctuality is extremely important and is expected from both sides. It is important to stick to the agenda and be straightforward, because "time is money". Czechs are not very expressive in their communication. They tend to not show emotions. (Gesteland, 2012).

3. Chapter 3: Research Methods

To fulfil the objective of this master thesis there is need to conduct research. Wipke-Tevis (2001) uses the definition of research written by the Office of Human Research Protection, which describes research as a systematic investigation which should, at the end of it, develop or add to generalizable knowledge. This chapter will be describe the research approach, data collection, and description of the sample group.

The literature review was done in order to obtain secondary data. This literature review included books, studies, and articles from authors such as Deardorff, Kannisto, Makimoto and many others. However, there was a gab in research about digital nomadism. Thus, there is a need for collection of primary data.

3.1. Research approach

Critical Literature Review

A broad range of sources was researched and analysed. These sources were obtained online and in libraries. All sources and citations are listed in the Bibliography section.

Logical Research Methods

In this work will be use many different logical research methods such as:

- o Analysis – the subject will be deconstructed to its elementary segments, consequent its elements and their individual and mutual relations will be analysed, in order to draw conclusions.
- o Synthesis – the composition or combination of individual parts into one form such as concept and solution.
- o Description – definitions will be generally formed in a descriptive manner, providing objective and unbiased characteristics of given problems and areas.
- o Comparison – this method helps to find differences between selected concepts, areas and criteria based on an analysing differences and similarities between them.

Data Collection

- o Questionnaire – this method of qualitative research allows assessors to measure a given sample of population, in this case Digital Nomads working

in the Czech Republic.

- o Interview – this research method will help to further explore the intercultural competencies that Digital Nomads need to know, and discover more about possible weaknesses in the competency model.

Richey and Klein (2007) identify three categories of research: exploratory, descriptive, and explanatory. The goal of this work is to evaluate the elements of currently known intercultural competency models and create an intercultural competency model for digital nomads. In order to achieve this goal, both exploratory and descriptive research methods will be applied.

3.2. Qualitative research

After exploring literature regarding interviews, it was decided to use open questions. In order secure smooth progress of interview, the interview was divided into different sections categories. However, during the interview, the order of the questions was not strictly followed, as the interviewees answered some of the upcoming questions while answering the current question. It seemed to be more convenient to let interviewee speak freely, as he/she might have brought up some valuable topics and information.

During the first stage of the interview, there were a few minutes dedicated to unrelated small talk, in an effort to ease the atmosphere, make the interviewee more comfortable, and build a rapport with the interviewee.

This stage was followed by introducing the interviewee to the interviewer's background, the purpose of the research and the goal of the master thesis. Additionally, some concepts of the cross-cultural competence model were explained and the structure of the interview was discussed. It was also explained that there is no right or wrong answer. Finally, the interviewer confirmed whether the interviewee was comfortable with the interview being recorded.

In next stage, the core body of the interview started. At the beginning, the interviewees were asked broad questions about their background, life, job and experiences with Czech culture. Subsequent questions were oriented towards general cultural knowledge as part of the Cross-cultural competency model, followed by culture-specific knowledge. The culture-specific section were explored in subsections. Another major portion of the interview were in-

depth sections regarding skills, personal attributes, language, and external factors. When an interviewee was answering a question, he/she was left to speak without interruption from the interviewer. Clarifying questions were asked only when the interviewee had exhausted their answer. The structure of interview can be found in the appendix. At the end of the interview, each interviewee filled out a questionnaire.

3.3. Quantitative research

The purpose of the questionnaire was to evaluate the cross-cultural competency model described in the literature review. The structure of the questionnaire was similar to the structure of the interview, starting with broader questions and continuing to more specific questions. The questionnaire was divided into four sections. The beginning of the questionnaire was focused on culture-general knowledge, followed by culture-specific knowledge, personal attributes, and finished by the external factors dimension.

To make sure that interviewees understood the more specific questions, some of the concepts were explained. Each category evaluated particular elements of the cross-cultural competency model. In contrast to the interview, the questions in the questionnaire were closed-ended. The questionnaire applied the semantic differential scale and "yes" or "no" options from which to choose.

The scale was divided into five degrees of importance. Each of this degree was assigned number which represented different degree of importance. The scale was as following: 1 - Not important, 2 - Kind of Important, 3- Neutral, 4 - Important, 5 - Very Important. The questionnaire can be found in the appendix.

3.4. Data collection

According to Richey and Klein (2007), exploratory studies are usually qualitative and descriptive, and can be both qualitative and quantitative. Therefore, the main effort of this research will be dedicated to a qualitative method with the additional support of quantitative data.

Interviews with digital nomads were conducted for the purpose of this thesis. The interviews were conducted one-on-one by using Skype or meeting face-to-face. Interviewing one-on-one allows an interviewer to dive deep into social and personal matters, which enables

them to gather a higher quantity and increased quality of information (DiCicco-Bloom, Crabtree, 2006). The answers are not influenced by other respondents, as opposed to a group interview format. As the interviewer left space for further discussion, there was a higher chance of finding out important facts which would not be found in the research had been done only by questionnaire (Taylor, DeVault and Bogdan, 2015). However, in order to receive a more comprehensive overview, each interviewee was asked to fill out a questionnaire.

3.5. Sample group

There were several types of criteria to determine appropriate participants to be interviewed. The main criteria was that the person must have lived digital nomad lifestyle for at least 6 months, and lived in Czech Republic at least a month. The ideal candidate would be someone who has been living as a digital nomad for 3 years and more and who has lived for at least for three months in Czech Republic.

The digital nomads were approached through Facebook groups, forums and other websites and when interviewees shared a contact from their social network. The initial contact with candidates was made by a message which was explaining the reason for contacting them, the objective of the master thesis, the topic of the interview and information about the author. The interviews were conducted between August and October 2017, depending on when the interviewee was available. Mainly, these interviews took place in restaurants and cafes and some of them were done over Skype. The interview was recorded in digital form as an audio file as it made the interview smother. Written notes were also taken during the interview. The average length of the interview was 60 minutes; the conversation took on average 45 minutes and completing the questionnaire took approximately 10 minutes. All the interviews were done in English, besides one case, when the interviewee was from Czech Republic and the interview was in Czech language.

The sample group was 7 people. All seven people were men. The interviewees were originally from different countries and different continents. Their professions were not that diverse. They were freelancers, entrepreneurs working online. However, the specializations were diverse. Some of them were programmers, some of them were working as designers or online marketers. The entrepreneurs usually had an online store from which they were selling their product and the rest were selling services. The average age was 31 years and the average time spent in Czech Republic was around 3 months. All people interviewed were living in

Prague during their stay in Czech Republic. The overview of interviewees' profiles can be seen in Table 4.

Table 4: Information about Interviewees

	Age	Sex	Time being nomad	Time in CR	Nationality	Industry
Patrick	42	Male	3 years	5 months	German	Entrepreneur, E-commerce
Karel	28	Male	2 years	-	Czech	Entrepreneur, E-commerce, Marketing
Benno	38	Male	2 years	2 months	German	Entrepreneur, Branding agency
John	32	Male	2 years	2 months	Australia	Remote worker, Coder
Pedro	31	Male	4 years	1 month	Portuguese	Freelancer-Designer
Marin	26	Male	1 year	3 months	Croatian	Programmer
Alexander	28	Male	2 years	4 months	Ukraine	Online marketing

3.6. Data analyse

After the data from interview and questionnaire was collected, the following step was to analyse them. First, the recordings of the interviews were listened to and a transcript was created. In order to make this process less time consuming, not all the answers were transcribed, but vast majority were. The transcribed answers were divided into sections according to the interview script, which followed dimensions from the cross-cultural competency model. However, some of the answers were used in other sections as interviewee covered many section in one answer.

The next step was to organize data from the quantitative research. The data was divided

into sections according to the competency model, then organized into tables to create averages and the resulting graphs were created.

When this data was organized, the main body of Chapter 4 was being created. The answers from interviews were analysed, compared, contrasted and critically evaluated. During this process, the data was organized into different categories according to the cross-cultural competency model, but if the content of some answers exceeded the existing dimensions of the current model, new dimensions or categories were created. Simultaneously, the data from the quantitative research were merged with data from qualitative research and then were analysed, compared, contrasted and critically evaluated. Some of the answers from the transcript were quoted directly, some were summarized and interpreted by researcher.

The process of analysing the data began with the knowledge dimension, which was the most comprehensive, followed by the skills dimension, personal attributes and external factors.

4. Chapter 4: Findings

This chapter will be explore and analyse data collected from interviews and questionnaires, in the categories of knowledge, skills, personal attributes and external factors. Each one of these categories will contain analysed answers from the digital nomad interviews, which will be supplemented by data collected from quantitative research. Accordingly, the accuracy of the final results will be enhanced, as answers by each individual interviewee will be compared, contrasted and evaluated with answers of other interviewees.

4.1. Knowledge

As Johnson, Lenartowicz and Apud (2006) say, researchers and business educators have made a lot of effort to explore what impact has culture on business, as they want to create a base of knowledge. They say that knowledge positively influences one's business as well as one's life, as the ratio of misunderstanding between people from different cultures decreases. This is confirmed by Patrick, the German entrepreneur, who has been living nomadic lifestyle for 3 years, selling t-shirts online, who said *"It helps to know about Czech people that they are conservative, shy and reserved at the beginnings. It's not because they don't like you, it is just the way they are. You just need to give them more time."*

Pedro, the Portuguese freelancer, who has been creating designs for websites and other media, said *"If you don't know the basic local laws and good manners you can get into decent problems. For example, if you go to some religious country, where are the traditions very strong and you don't know how to behave, or you don't agree with them, then you will have a hard time."*

On the other hand, more than half of the interviewees said that knowledge about local culture has no impact on their business. Alexander, the Ukrainian entrepreneur, who has been generating paid traffic for his clients, has experience, which demonstrates that the local culture of the country may have an indirect impact. *"I like to work in cafes, but sometimes in some countries, it is hard to find some quiet place to work. When I was in Italy it took me few days to realizes that I have to rent a place in co-working space, as all the cafes were so noisy. I could not concentrate on work. It cost me time, money and nerves. In fact, I was mad too often. Italians are super loud. When I was traveling by bus or metro, there was always someone screaming, yelling, or speaking really loud. That really made me frustrated. If I knew that I would never have gone to Italy for so long."* This experience had an impact on both, quality of life and

business.

Only in case of Patrick had knowledge of a culture direct impact on business. *"Sometimes, when I was selling t-shirts in other countries I looked up small things about local culture to sell the right design and target the audience better."* The rest of the interviewees didn't mention any occasions when knowledge about culture helped them in their business. More of these aspects in detail will be discussed further in this work. The small impact of knowledge of culture mirrors the results of questionnaires. See Table 5.

Table 5

How important is the knowledge

	Patric	Karl	Benno	Marin	John	Alex	Pedro	Average	Total average
Knowledge	3	2	3	2	3	4	2	2,71	2,72
Culture-general average								2,93	
Culture-specific average								2,52	

Table 5 shows that on average the knowledge of culture plays a neutral role in lives of a digital nomad. Only Alexander answered that knowledge of culture is important in his life. The rest of respondents said it was either neutral or less. This might be caused by the nature of their jobs, as knowledge of some cultural aspects helps to Alexander make his job easier. Another factor could be their traveling experience and the culture they come from. Because some of them have lived the nomadic lifestyle longer than the others, they have travelled to more countries and met more people from different cultures. In Pedro's interview, when asked the question "What information have you looked up about CR", he answered *"Nothing. Really nothing. I think it is because I have met so many people and travelled so much, so I have a general idea about how things in Czech Republic are."*

The total average importance of cultural knowledge is composed by an average of the importance of culture-specific and culture-general knowledge. Culture-general knowledge is slightly more important than culture-specific knowledge. Together, these two components of knowledge dimension is not that important in the life of DN. However, each type of knowledge plays a different role in the life of DN. One of the reasons why these two components have different results may be because each one of them focuses on different aspects of knowledge, which are used in the life of DN differently and fulfil different purposes. In order to understand

more why these results are different, the categories will be discussed in following sections.

4.1.1. Culture-general knowledge

Culture-general knowledge is one of two subsections of cultural knowledge. The Culture-general knowledge plays a neutral role in the life of DN. It consists of many elements. Some of the elements are more important than the others. The elements and results of the questionnaire can be seen at Table 6.

Table 6

Culture-general knowledge

		Patric	Karl	Benno	Marin	John	Alex	Pedro	Average	Total averge
Economical system		3	3	2	2	2	4	3	2,71	2,93
Political System		3	3	2	4	3	3	3	3,00	
Social system		3	3	2	2	2	3	3	2,57	
Legal system		3	5	2	4	4	3	3	3,43	
Financial system		3	4	2	3	2	2	3	2,71	
Technological system		4	2	3	4	3	4	3	3,29	
Foreign Languages		2	4	2	2	2	1	2	2,14	
Local language		2	4	2	3	3	2	3	2,71	
Rules of Interaction		2	4	3	3	2	2	3	2,71	

Digital Nomads should know about the local legal system. Karl, the Czech owner of online store selling presents for men, who said it is very important to know about local legal system says *"If you go to the different country in which is a different mentality, where different things are acceptable and others are not, and you don't know them, you can very easily end up in jail. For example, in Thailand have really strict drug policy. If you smoke weed in Thailand and you get caught you go to jail. Here (in Czech Republic) it is different. Police is little bit more tolerant toward these things."*

Marin, the Croatian programmer, says *"If I go to the country, which I don't know completely nothing about, one of the things I look up what are the things I should be aware of. It gives me an idea what to do and what not to do. I do this usually only when I travel outside of Europe because across the countries in Europe, the things are very similar."*

John, the Australian programmer, adds to that *"I try to be careful when I travel to Europe. If you do something illegal, you might have problems to get the visa next time. I am not that careful here because people here are more open, and some drugs and alcohol are acceptable."*

Benno, the German entrepreneur, who helps companies with their branding strategies, answered in the questionnaire that the legal system is not too important, saying *"I don't care about laws. It is common sense. Just don't do stupid things and everything is going to be o.k."* It is important to note, that even among the interviewees who believed it is important to know about the legal system, all three indirectly indicated that laws in Czech Republic are not that strict, therefore, not that important to know. This also depends on which country digital nomad is coming from and to.

Secondly, knowledge of the technological system was deemed most important. All interviewees spoke in parts of the interview, mainly three things. The **internet**, **transport**, and **accommodation**. These aspects were mentioned repetitively during the interview in many different segments.

Internet

To question *". The most important is to check what quality of internet is in the place you are going to. Usually, before I go for example to the hostel or any other new accommodation, I ask them to send me a screen of internet speed test."*

It is interesting that internet is such an important aspect of their digital nomad's life, yet knowledge of technological systems only slightly exceeds neutral importance. This could be explained by the fact that Czech is located in central Europe, neighbouring well-developed countries such as Germany or Austria. Therefore, DNs expect the technical systems in CR to be similar to the systems in these two countries. Therefore, there is not such a need for the knowledge of technical systems. That confirms what Marin said previously in his answer about laws in countries.

Accommodation

Marin mentioned the importance of accommodation. *"I like to save money. So very often I work from home because I don't want to pay for co-working space. So it is very important for me to have really good accommodation because I spend a lot of time there. So before I go*

somewhere I check how the average accommodation looks like and what is the speed of internet there." When Marin was later asked what he thinks about accommodation in Czech Republic he said *"I really like the price of accommodation. It is pretty cheap and quality is decent. Compared to other capital cities, the accommodation is here bit older and undeveloped, but the price matches the quality."*

Patrick said *"It is really important to know about the cost of living and the general infrastructure of the city. Price of housing, quality of buildings, prices of food etc."*

Pedro mentioned the quality of co-working space. *"They should definitely look up the speed of internet, accommodation, co-working space, how far is the co-working space from accommodation and how to get there, how far is the accommodation from the city centre and social life. What are the prices and quality standards of co-working spaces."*

Transport

Patrick added *"Prague has really good transport. I like the network of trams and buses and the metro is really good too."*

This was also mentioned by Karl *"If you don't look up how the transport works in the city you can waste a lot of time learning that by the experience. When I was in LA the transport was insane. If you took the car it took you two hours to get somewhere, because you were in a traffic jam all the time. Even if you took the metro, it just got to some parts of the city but then it was stuck as well. Here in Prague, we have really go transportation. Metro is really good."*

Knowledge about the economic and financial system is apparently not that important, as they were mentioned just briefly few times when DNs were speaking about the cost of living, contracts or payments. John said, *"They should have an idea what is the general economic and political situation in the country where you want to go."*

The previous quote by John is complemented by Benno in that both of these quotes comments on the political system. *"Peace is good. War sucks. You want to be in a country where is peace."*

About **financial systems**, Alexander said *"I had few times problems with money. Once I had to pay a deposit when I arrived at my apartment. I could not withdraw any money because any cash machine didn't accept my credit card. When I finally found one in which my card was*

working, I could not withdraw enough money, because there was a limit how much money you can withdraw daily. The online money transfer took few days, so I had to pay extra money as a penalty. Since that, I check how it works with the money." However, no others mentioned that they would have any problems with money in Czech Republic.

The **knowledge of a language** is not that important. Generally, interviewees agreed that English is sufficient to survive almost anywhere in bigger cities in Europe. There is some part of the world where you need to know other languages, but it is not crucial. Patrick said *"I think English is enough. I don't know any Czech and I'm o.k. here. Maybe somewhere in South America it is important and can influence the quality of your life. Maybe in Thailand is good to know a little bit of Thai but it won't move your life anywhere. If you don't know the language, you always find a way how to communicate."*

In a different section of the interview, Patrick said *"What I don't like. Sometimes it is a little bit difficult to get along without speaking Czech. I was at the hospital and nobody spoke Czech there. Moreover, it was Canadian private clinic and still, the doctor had problems to speak English. With young people, it's not a problem but if you go to something like a post office or hospital, where is the average age of workers higher, it's a problem."*

On the other Karl contradicts into the certain degree to Patrick's first statement by saying *"It's super important. That's the basic requirement to be DN. For example, if you go to South America, you have to know Spanish. If you don't you will have a lot of problems. Basic language is English. If you go to some country, you should definitely know at least the basic, because you can't survive by talking just with your hands and legs."*

Karl also commented situation of English language knowledge in Czech Republic by the following comment *"They should definitely know that we in Czech nobody speaks English. I just saw video a few days ago and they said that we are one of the worst European countries in terms of knowledge of English language. Maybe in Prague it's better but outside of Prague it's sad."* Nevertheless, the majority of the interviewees agreed that it is not important to know neither many languages nor much of a local language. Nonetheless, a foreigner may experience problems communicating in Czech Republic because the level of English language is very not high.

Digital nomads usually don't usually look for any information about the culture. Patrick is explains why, when was answering the question "What information have you looked up

before coming to Czech Republic?". His answer covers almost the whole **culture-general knowledge** *"Nothing. But What I normally do is that I go to Nomadlist.com and compare the prices and how many nomads are there. Is it a place where would digital nomad go? If it is a place where is no DN, then I would not go there, because the quality of the place might be bad. I know basic information what is going on in the country, the economic situation, infrastructure, but nothing special. I am traveling a lot so I generally know what is going on in every part of the world. Sometimes if you really don't know anything about the place where you are going then you should definitely look some basic up. But culturally wise I am not looking anything up, coz I already know a lot."* It was previously mentioned in the text can be seen that Patrick looked up information about the culture of the certain country. However, this information was not related to his traveling but to his business.

Pedro said. *"Sometimes when I am really bored on the plane I read the small guidebook about the city or country I am flying to and I have never been to."* This answer suggests that there is no real need to read the guide, but only because he doesn't have anything else to do on a long fight.

Alexander says similar thing *"I didn't know anything about people in Czech Republic. When I travel to a new country I usually don't know much about local people or their economic situation or the country. I like the adventure of learning by living. Of course, I take calculated risks and don't go blindly to place which I don't know at all."*

Based on these comments, it can be concluded, that the components of culture, frameworks for understanding and comparing/contrasting different cultures are not very important. If it was important for some of the digital nomads, they consulted guidebooks or searched online, but only for very general information. None of the elements of culture-general knowledge are crucial for the life of digital nomads. Only knowledge of **legal systems**, **technological systems** and a combination of **financial** and **economic systems** is significant for the life and work of digital nomad. The results of the questionnaire can be seen at Figure 5.
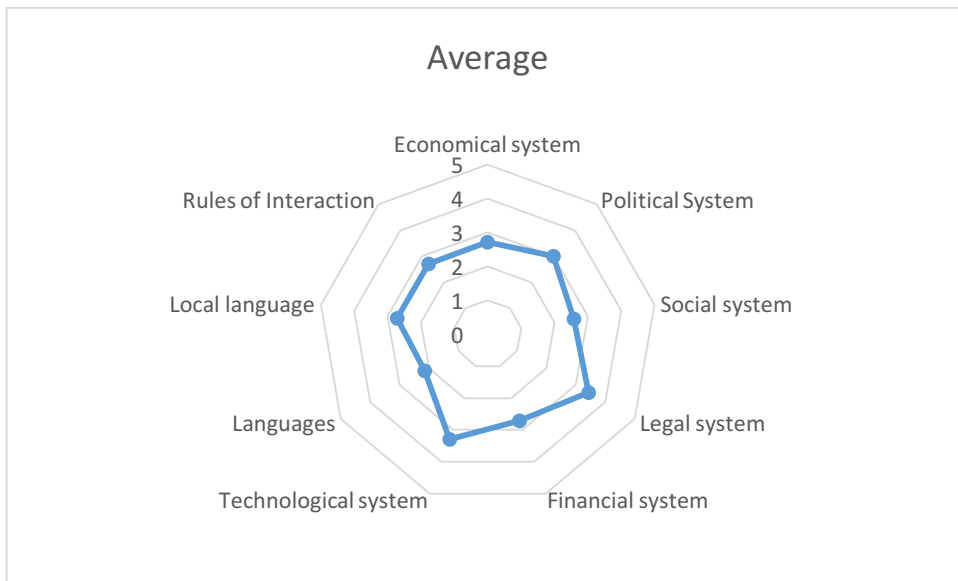
Figure 5: Culture-general knowledge - average

Another component of the Knowledge dimension is culture-specific dimension, which will be analysed in the following section.

4.1.2. Culture-specific knowledge

Culture-specific knowledge is less important than culture-general knowledge. In this section will be analysed results of questionnaire to find why this is the case. The results of the quantitative research is shown in Table 7.

Firstly, will be briefly explored element of Culture-specific knowledge, Factual knowledge.

Table 7

How important are components of culture-specific knowledge

	Patric	Karl	Benno	Marin	John	Alex	Pedro	Average	Total averge
Factual	2	3	2	1	2	1	3	2,00	2,52
Conceptual	2	4	4	2	2	2	3	2,71	
Attributional	2	3	4	2	2	3	4	2,86	

4.1.2.1. Factual knowledge

Factual knowledge is one of three elements of culture-specific knowledge. Among these three elements, factual knowledge in quantitative research received the lowest degree of importance. Now will be analysed why is that.

Table 8

How important are elements of factual knowledge

	Patric	Karl	Benno	Marin	John	Alex	Pedro	Average	Total averge
History	2	1	2	2	1	1	1	1,43	2,03
Politics	2	2	2	2	2	3	1	2,00	
Economy	2	4	2	3	2	3	2	2,57	
Institutions	1	3	2	2	2	2	1	1,86	
Social Structure	2	2	3	2	2	3	2	2,29	

Some of the answers overlap with the answers from the culture-general section. First, a really important clue is Patrick's answer to the question "What are specific facts, information about Czech institutions, Economic situation, politics you think are important to know?". "*Nothing. Digital nomad doesn't care about this because he/she is not staying in the country forever. He usually comes at tourist visa stay for few months and then leaves. The average DN will stay in the country for three months and then leave. Even if he stays for longer he still doesn't need to register because he will find the way how to stay without registration.*"

Benno answered *"No specific information. I think important to know what is the basic politic situation, whether there is war, or how safe is the city, but not very specific."* Answers from other interviewees were very similar to each other and straight to the point.

Karl said *"Nothing. Maybe how to get a visa."* and Marin answered *"Not much. Only when I go somewhere where I am interested in the place to know more."* This might be caused because digital nomads are not like usual tourists. They don't go places to do sightseeing or learning about the history and culture. They usually go to meet other digital nomads and seek adventure. Therefore, they don't have the need to look for information about which factual knowledge is concerned about.
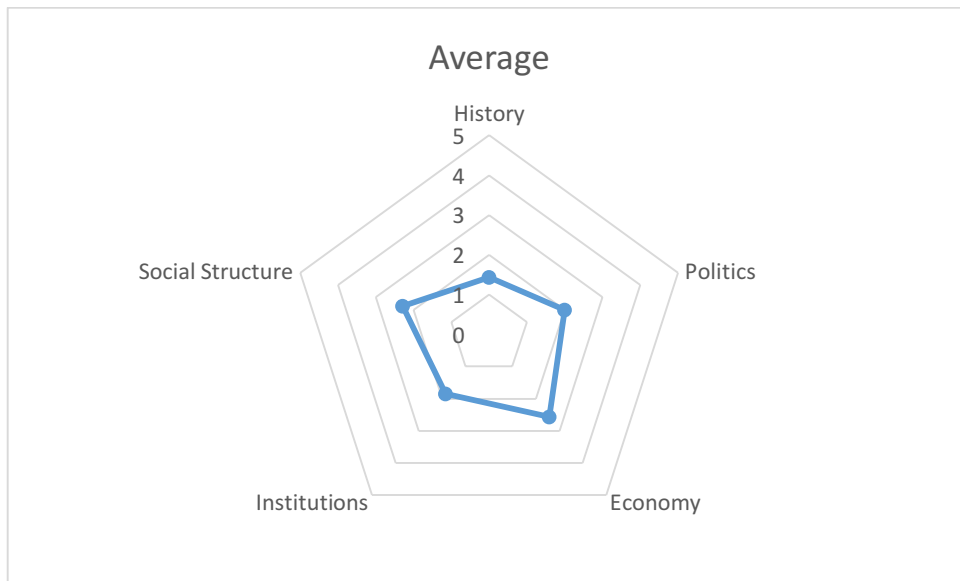
Figure 6: Elements of factual knowledge average

4.1.2.2. Conceptual Knowledge

For the conceptual knowledge is convenient to use again answer by Alexander. *"When I travel to a new country I usually don't know much about local people or their economic situation or the country."*

However, when interviewees were answering questions such as what should DN know about Czech culture?" or "How are Czech cultural values are reflected in people's behaviour?", digital nomads didn't have much to say or didn't mention much about Czech values. Patrick said *"Prague as a city has a really good vibe, people are nice, the city is beautiful. I like the underground parties, and communities, hipster culture."* and *"They like to drink beer. But as I said previously. Sometimes I surprised how people are reserved and shy. The crime rate in Prague is very low."*

Benno answered *"Chilled vibe, people are friendly, the culture is good. A lot of art galleries."*

Karl had interesting experience reflecting Czech culture. *"Once I saw group of Czech abroad with a group of English people at some tour abroad. The English people were loud, screaming, laughing and chatting with everybody when Czechs were quiet, shy and hidden in the background."*

Based on these answers can be concluded, that Czech culture is relaxed, oriented to art, on one side conservative, but on the other side open-minded. Nevertheless, digital nomads don't know much about the local cultural values. Moreover, as mentioned in previous sections, they don't put effort into finding out about cultural values. The reason why is very accurately expressed by Patrick's answer in the attributional knowledge section. Even though conceptual knowledge was, according to the quantitative research, more important than factual knowledge, in reality, digital nomads had less knowledge about conceptual knowledge than factual knowledge.

4.1.2.3.   Attributional knowledge

Attributional knowledge came as the most important from Culture-specific knowledge in quantitative research. In order to examine the importance and influence of attributional knowledge, the interviewees were asked "How do you adjust your behavior based on what you know about Czech culture and Czech Republic?" Patrick said: *"Little. That's because I come in contact with Czech people very little. I hang out mainly with expatriates or other digital nomads. As far as I know, other digital nomads are very lonely. They don't hang out that much with other people. However, it has an influence on me. Czech people are shy and reserved, so I need to adjust my behavior not to scare them. Sometimes people try to scam me in the grocery store, rob me or stuff like that because I am a foreigner. So I have to adjust my behaviour to that… … If you know the Czech culture it can help you to realize things, and make interaction with Czech people easier."*

John is an example of a digital nomad who doesn't socialize very often. *"I haven't met many Czechs. If I go out, then usually with foreigners."* This might indicate that digital nomads are introverts who work only on their computers and don't socialize. Thus, the attributional knowledge is not that important for digital nomads. But Patrick, Benno, and Karl were really strict about their socializing habits. They said they go very often, multiple times a week, to the meetups, events, and parties to meet friends and new people.

For Alexander, the attributional knowledge is not that important. *"I behave the way I want. I want to be myself. With those, who don't like the way I behave, I am not in contact."* This might not be the most efficient way to act, as some cultures might not accept Alexander's behaviour.

In case of Pedro things are a little bit different. *"I try to comply with basic universal good manners. It really comes down to real life experience. I have met so many different cultures, so I have the idea how to behave so I don't insult anyone."*

Maybe due to language barriers, and the fact that Czech people are shy and display distant behaviour, digital nomads see no reason to build relationships with Czech people. Digital nomads know that they will leave anyway, so they don't interact with local Czech people very often. Nonetheless, digital nomads put a lot of effort into socializing. Thus, culture-specific knowledge is still important for their quality of life and work as well, in order to be able to socialize efficiently with other cultures. This will be discussed further in the Skills section.

Apparently, digital nomads are more oriented towards knowledge, which is connected with their entrepreneurship, rather than knowledge about a country and its culture. One reason for this might be the fact that digital nomads don't get into contact with local culture. That might be caused by the nature of their business. Their businesses are location independent, thus the location where they are currently staying have minimal impact on their business. Therefore, the need to know the local system, information about cultural differences and local behaviour is not important, as they will soon leave for another destination. It is interesting to note, that Johnson, Lenartowicz and Apud (2006) in their cross-cultural competency model dedicate extensive space for the knowledge dimensions. However, in reality of digital nomads this dimension is the least important.

4.2. Skills

Skills is another dimension in cross-cultural competency model. This dimension is the second most important, only slightly exceeded by the personal attributes dimension. The difference in the degree of importance between personal attributes and skills is 0,08 points. Yet with 4,21 points, it is the crucial dimension of intercultural competence model. Nevertheless, interviews with Digital Nomads showed that skills and personal attributes come hand in hand. Skills dimension is composed of two parts, Abilities and Aptitude. The results of the quantitative research can be seen in Table 9.

Table 9: Skills

	Patric	Karl	Benno	Marin	John	Alex	Pedro	Average	Total averge
Abilities	4	5	4	4	4	4	5	4,29	4,21
Aptitude	4	5	5	4	3	4	4	4,14	

The importance of abilities surpassed the importance of aptitude by 0,15 points. However, just as personal attributes and skills come hand in hand, the same is true for abilities and aptitude. This was confirmed in a study by Johnson, Lenartowicz and Apud, (2006).

4.2.1. Abilities

As already discussed, the foreign language competence is not that important, but other skills are crucial for the good quality of life and work efficiency. Generally, the abilities were divided mainly into two categories – Self-management skills and the social skills.

4.2.1.1. Self-management skills

Patrick's answer covers both theskills dimension and the personal attributes dimension. *"It depends what kind of business they have. You have freelancers, remote workers, and entrepreneurs. Freelancers need their designer's skills, writing skills, etc. same with remote workers and entrepreneurs. But there is not universal skill which would make u money online. Then you need to have skills to be o.k. to be alone sometimes, to have the skills to cope with the everyday challenges, be flexible, skill how to look for the information, you need the skills of communication and socializing. Skill how to cope with unknown. Be able to improvise. Traveling skills."*

Benno's answer was short but more specific. *"Good work ethics and discipline, skills with computer and a lot of knowledge in IT."*

John's answer expands on Benno's answer. *"They should have good organizational skills and planning skills. If they don't organize and plan their working day they will end up slacking all day long and nothing will get done."*

These skills were mainly oriented towards business, Alexander saw planning and organizing from traveling perspective. *"If you don't plan your trip, you can get into troubles which could have been avoided. Like finding accommodation on the spot and then not having place to sleep."*

The importance of planning and organizing was confirmed by Marin who said, *"Every morning I wake up, prepare breakfast and while eating I schedule my whole day. If I don't do it, nothing bad really happens, but I am not as much efficient as I could be."*

Karl agreed. *"But my main challenge is that day have not enough hours. I need and want to get so many things done that day and there is simply not enough time to do it. So I have to plan and make decisions what I will focus on."*

The need for decision making skills was proven by Patrick by saying *"Sometimes you can get overwhelmed by to a number of choices. I had so many options where to go next and I could not decide. I left it until the last day. Then I had to pay a lot of money, because the price of plane tickets raised extremely, and the level of stress as well."*

On the other hand, the majority of interviewees put emphases on flexibility, adaptiveness, and the skill to improvise. That is contradicts with planning, but still the skill to reorganize things even when something unexpected happens, is needed. Benno also mentioned skill which could be included in Business skills category – decision making. *"It is important to know how to set up your priorities and values so you can make a decision."* As well as Patrick, Pedro and other digital nomads also emphasized the need of skill to adapt.

Benno explained how important is the skill to adapt for a Digital Nomad. *"Adapt to the new situation really fast and easy. If you cannot or you don't want to then the DN lifestyle Is not for you. You should know how to deal with unexpected situations."*

Karl describes how problem-solving skills are important. *"The problems will come. After some time, I was laughing how often they come. Almost every day something unexpected happened. You can get injured, the internet is not working or something goes wrong and you need to know how to solve these situations."*

4.2.1.2. Ability to socialize

The majority of interviewed digital nomads mentioned that socializing is very important in their life. As previously stated by Patrick, a lot of digital nomads are lonely and do not meet other people. Pedro refutes this statement by saying *"They should also know how to meet people and how to communicate with them. When you meet new people from different cultures, you should be able to adapt the conversation to such culture. Otherwise, you will end up lonely and that's not cool."*

This is confirmed by Karl. *"Have people skills. Because you need to build contacts, friends. Being alone is not mentally sustainable. We need to learn how to socialize."*

Marin's testimony implies the need of social skills. *"I think they should learn how to be social. I am introvert, but I don't like to be alone all the time. Moreover, the work I do is not helping me much to meet other people. After few days just staring at my computer, without no human contact, I feel like a zombie. So I had to learn how to meet people, and then to push myself into speaking with them. In fact, I have met some few other digital nomads who told me about this company which is teaching guys like me how to do that. How to approach them, how to speak with them and how to make friends from them. It helped me incredibly. Since then my social life improved."*

John's story proves the importance of social skills. *"I really struggled with lack of human contact. Even though I am a gamer and I spend most of my time at the computer, I always had my friends. We went party, did many trips and generally went out. I got a big lesson in early stages of my nomadic lifestyle. After few months I found myself in the horrible mental state in which I was craving human contact. In next stage, after I found how to meet new people over and over again, I have realized that I don't know how to actually make a real connection with other people."*

From what has been written above, digital nomads have to have self-management ability to manage their business and income, and to socialize in order to build the network of contacts. The business skills are planning, organizing, decision making, problem-solving, stress management and the skill to improvise. These skills can be applied in a digital nomad's business ventures, as well as in their everyday life.

Digital nomads spend the just a short amount of time in one place. Then they leave everything they have built in current location and go to new one. To start all over again. Their life can get lonely from time to time. Therefore, there is need to have skills to find and create a new social circle. It is interesting to realize how much time and effort digital nomads spend on socializing and building a social network, yet they struggle not to be alone. Their social skills may be a skill to initiate conversation, maintain a conversation, make the conversation more interesting, and create emotional impact. Another skill which might be beneficial is listening, empathy, and theskill to relate to other people.

4.2.2. Aptitude

Aptitude is just as important as abilities according to results from primary research which can be seen in Table 9 above. All interviewed digital nomads have agreed that computer literacy is the most important. All of them work online and internet, computer, and modern tools are an indispensable part of their life. When speaking about aptitude, Karl mentioned the importance of IT and modern technology. *"Things in marketing evolves so fast. I am constantly learning something new. If I would not, my techniques would be outdated very fast. For example, how to make a good campaign on Facebook. Marketers create different way how to make the advertisement more appealing, effective and efficient, all the time. If I don't use these innovative techniques I am losing money, which is probably getting my competitors."*

John explained why the IT literacy is more important for DN than for other people. *"I am working for international IT company. I work with many departments and people at once. For that we are using so various programs, that normal human being doesn't stand a chance to learn how to use them."* Marin's answer was similar. *"Programming is so comprehensive field, that unless one doesn't have the passion and drive to learn all the time, then he won't be probably good and successful. I think a little bit of talent is needed."*

Marin's and John's answers imply that not only is IT knowledge is important but some kind of inner quality as well. *"Digital nomad should have pretty advanced computer knowledge. Actually, it is not that much about the knowledge, but the ability to understand all the processes which are connected with running a business online."*

Pedro also mentioned the need for some kind of inner quality, but he also touched upon the business side of things. This was also mentioned by Patrick, Alexander, and Benno mentioned as important as well. Benno pointed out the importance of entrepreneurship and knowledge of IT. *"In order to be a successful digital nomad for a long-term, I realized, two things are needed. They should know a lot about computers but about business as well. These two things are in the life of digital nomad strongly co-dependent."*

Patrick mentioned the connection of entrepreneurship and IT knowledge as well. *"They should have experience in the business. How to create business, how to make money from that, how to make it sustainable, how to scale it etc. In addition to that, as a digital nomad, they should know how to work with computer and how to get the most from its potential."*

Alexander's experience supports Patrick's statement. *"I think, before becoming a digital*

nomad, they should have some entrepreneurial spirit. When I decided to sell my skills online, I had to learn how to sell them. It took me so much time to discover all the ways and opportunities, how and where to sell my skills. I had to think out of the box.''

Digital nomads need to have a certain degree of analytical thinking in order to analyse complex situations, connect facts, and learn new technologies and techniques in a different area. This area can be divided into informational technology and entrepreneurship. Thus, some natural abilities to learn fast, cope with IT and have an entrepreneurial thinking, are needed.

Aptitude and Abilities are, according to quantitative research, almost equally important, yet interviewed digital nomads put more emphasis on the importance of abilities. Abilities were divided into two categories, self-management abilities, and abilities to socialize. The self-management abilities include skills to make decisions, plan, organize, improvise and conduct stress-management. This is understandable, as many of digital nomads are running businesses which have employees. Therefore, they have a responsibility not only for their lives but for lives of their employees too. Moreover, their life is full of unexpected events, which makes the need for such skills even bigger. The ability to socialize includes communication skills..

4.3. Personal attributes

Personal attributes are the most important dimension of cross-cultural competency model. Few personality traits have been already mentioned previously in this work, but in this section will be discussed more in depth.

Table 10: Personal attributes

	Patric	Karl	Benno	Marin	John	Alex	Pedro	Average
Personal attributes	4	5	5	5	3	4	4	4,29

Patrick thinks that personal attributes of digital nomads should be independent and be organized. *"Digital nomads are autonomous entities. I believe if a person cannot be alone for some time, act on his own or needs constantly support then he will hit the wall real soon. They need to be independent. That's why a synonym for digital nomad is often used "location independent". Then I think, they should have a natural sense for the organization. This will help them in their business and while traveling."* Interviewees mentioned personality traits such as resilience, persistence, and confidence.

Karl added the concept of curiosity. *"I don't think this life is just for anybody. Thinks will go wrong. Too often. For that, they have to be mentally strong. They need to have strong personas to cope with all the stress and bad things which they will experience on the way. One more thing is curiosity. The drive to look for new things, learn new things, explore. At least that's the way I have it."*

Marin described similar personality trait as Karl, which could be named enthusiasm. *"I think it is important to have this inner thrill for things they do. That will help them keep learning things and make it sustainable for a long time."*

Alexander pointed out the value of proactivity. *"As we are mainly entrepreneurs, we have to be very disciplined and do more. If I start to slack, I lose many, don't deliver on time and deliver poor quality. For that I get bad reviews lose money."*

Pedro pointed out the need for tolerance of uncertainty and flexibility. *"Things are changing all the time. You have to change your entire plan in a matter of seconds. You are not sure whether the weather will be as planned, whether you will make enough money, whether you will find a place to stay etc. They just need to be able to cope with that and adapt."* It is really interesting to note that many of these personality traits could represent the character of warrior or athlete. That means that digital nomads should be brave and be able to resist difficult times. These personality traits can make the life of digital nomads better. However, it doesn't necessarily mean that someone without these personality traits is doomed to fail.

Nevertheless, there are many variables which have an impact on digital nomad's journey. They can be internal, such as personality traits skills and aptitudes, but, as mentioned by the interviewees, they can also come from the outside. These variables will be analysed in the following section.

4.4. External factors

Digital nomads said that things change from moment to moment, and that many things don't go as planned. This may be caused by personal traits or skills of digital nomad, which are internal factors. However, in life there are also external factors which influence the life and work of digital nomad. Based on what was mentioned by the digital nomads, external factors have a major impact on digital nomad's life. According to the results of quantitative research, which can be seen at Table 11, external factors play a crucial role. Institutional ethnocentrism

is not relevant in the life of digital nomads. Only one respondent said that he has experienced such phenomenon. Moreover, it was only at a time when he was employed, not at the time of his digital nomad life.

Table 11:

External factors

	Patric	Karl	Benno	Marin	John	Alex	Pedro	Average
External Factors	4	4	4	4	5	4	4	4,14

Many external factors that have an influence on the Digital Nomad's life have been mentioned throughout this work. They can be summarized into three categories **Infrastructure**, **People**, and **Culture**.

Patrick said that big external factor in his life, from point of **infrastructure**, is finance. *"Cost of living - how much I pay for apartment and food in the place I currently am. Cost of the internet, cost of the transport cost of the co-working space, people you hang out with, internet speed, cost of the gym. All that influence my life coz I still have a monthly budget."* Money was mentioned by few other interviewees.

Another input into Infrastructure category was from John. *"For me it was accommodation. I really like when I come home from co-working space to feel like home. Once, I spent a month during the winter in Madrid. It was an awful experience. I paid a lot of money for a decent studio, but the thermal insulation in those building is horrible. I woke up every morning with steam coming out of my mouth. Moreover, the whole month was raining. This made my whole stay there so unpleasant."*

Karl pointed out the influence of transport. *"I think it is the most important for digital nomad which has some influence on digital nomad is transport. Some digital nomads travel every day to co-working spaces and in some cities the traffic is horrible. It takes hours to get somewhere. That's such a waste of time. And I am not speaking about the quality of the roads. Sometimes it's really horrible."* Karl also pointed out that Czech Republic has really good traffic network which was confirmed by Patrick. Benno said that buildings are a little bit better in Germany. The infrastructure category is an extended combination of economic and physical

factors, which Johnson, Lenartowicz and Apud (2006) mention in their work. Based on previous comments regarding the knowledge dimension, the legal system might be considered as a limiting external factor. Alexander and Marin appreciated the free Wi-Fi coverage.

Another very important external factor according to digital nomads is people. Pedro sees **people** more from a social perspective. *"I think really important factor, at least for me, are the people that surround me. In case of digital nomads, it is as twice as important. They have same or very similar life values and mind-set. I really like to hang out with similar people to me. Meeting them gives me such a drive and energy."*

Alexander sees people more from work perspective. *"Big influence on my life, especially my work, have other digital nomads. They have so much experience in traveling and business. Every time I meet them they give me something. They have so much information, insight, experience, knowledge, and skills. I try to go very often to meetings and networking of digital nomads. It gives me so much value. It motivates me and inspires me."*

When digital nomads were speaking about what they like and what they don't like about Czech Republic they spoke about the city, architecture, transport, but almost all of them mentioned people, their behaviour, and culture. Interviewees were speaking about the Hipster culture, techno community, alternative people, their conservativeness, shyness, and openness. Even though External factors have a major influence in the life of digital nomads, the Cultural distance, according to digital nomads, is not that important. That confirms quantitative research as well as qualitative which can be seen in Table 12.

Table 12:

Cultural Distance

	Patric	Karl	Benno	Marin	John	Alex	Pedro	Average
Cultural distance	3	3	3	3	3	3	2	2,86

They don't see cultural distance as limitation nor something from which they would benefit a lot. Therefore, it has neutral importance. A good example of that is Benno's experience. *"When I was in Portugal for two months. At the begging everything was amazing. Sun was shining, people were smiling, the beach was beautiful. But after some time, I was noticing some*

things which were making me bit angry. For example, the queues in grocery stores or the speed they walk. They are super slow. Or I have Portuguese friend for which I was waiting more than an hour. TWICE! You know, these little things which at the end adds up and makes your life miserable. But at the end of the day, all pros balanced the cons.'' One of the reasons why Cultural distance does not have such a big influence might be due to traveling experiences of digital nomads. As digital nomads travel basically non-stop, they have experienced many different cultures. Therefore, they have the ability to cope with unpleasant experience caused by cultural differences. Another reason why cultural distance has neutral importance is that digital nomads don't often get in touch with local people and culture. They only socialize with locals on a superficial level. This may be due to the short time which they typically spend in one place or by the fact that they spend more time with other digital nomads or expatriates than with Czech people. It's important to note, that these external factors mentioned by digital nomads might have positive as well as negative influence on their life and work. There is no doubt that external factor dimension is an important part of cross-cultural competency model.

5. Chapter 5: Discussion and Conclusion - Cross-Cultural Competence Model for Digital Nomads

In order to reach the goal of this master thesis, in this section will be, based on previously done literature review and analysis of primary research data, modified Cross-cultural competence model (Johnson, Lenartowicz and Apud, 2006).

5.1. Knowlege

There is no need to divide Knowledge dimension into Culture-specific or Culture-general. The knowledge which digital nomads have about culture is usually very broad and superficial. The only really deep knowledge, which digital nomads have, is in IT, mainly in the field of their business. The main purpose of knowledge for digital nomads is to support their skills. The main categories of knowledge of digital nomads are **Knowledge Of, Informational Technology, Business, Law Local infrastructure,** and **Culture**. The knowledge of **language** is important however, it is not so comprehensive knowledge to make it as whole category.

The most important and comprehensive knowledge digital nomads need to have is **Informational Technology** (IT) knowledge. The IT knowledge is crucial part of CCC model for Digital Nomads. The concept of Digital Nomadism is based on this knowledge. This category of knowledge is characteristic to digital nomads. In CCC model by Johnson, Lenartowicz and Apud (2006), such category cannot be found, because it is more oriented on how to work with people. The digital nomad doesn't work with people. This category mainly supports the skills and abilities to make money online. The average digital nomad spends the most of the time during the day on their laptop. Therefore, without IT knowledge, Digital Nomads would not be able to do their job online and basically not the lifestyle they want to. For digital nomads is crucial to have knowledge what opportunities IT world has to offer and how it can makes their life and business better.

One important element in IT knowledge is **computer knowledge**. This is not about basic computer knowledge, but more about specific computer knowledge. For digital nomads is important to have knowledge about what is possible to do with computer, what options of making money it gives or how to make their business more effective and efficient. Also, knowledge about available software and applications can make their life, traveling and business easier. Digital nomads don't own many things, because they are constantly traveling, so they

store many things online. Johnson's, Lenartowicz's and Apud's model (2006) doesn't mention the need of computer knowledge at all, as this doesn't play a big role in the life of an average expatriate.

As already mentioned the IT knowledge is not just about computer though. IT includes many technologies such as smartphones, data projectors, servers, computer programs, mobile applications, smartphones, and online services. For example, smartphones helps digital nomads to socialize, which is important part of digital nomad's life.

One main feature of Informational technology which influence all digital nomads is the **Internet**. The internet enables them live the life they are currently living. It is not that they could not survive without internet. However, lack of internet indirectly influences their quality of life. If they don't have internet, they cannot do their job and make money, which will eventually influence their quality of life. Therefore, it is crucial to know quality of local internet connection. Quality of internet determines signal, speed, coverage and accessibility. The quality of signal influence speed of internet, which influence the speed which DN can work. Coverage of internet is very important for digital nomads who want to live outside of the major cities, as in smaller cities can be harder to get internet signal. For some digital nomads is important to be able to access internet anywhere they are. They need WI-FI in restaurants, cafes, busses and basically anywhere. If digital nomads don't have information about features of local interned mentioned above, their life can suffer dramatically.

As majority of digital nomads are entrepreneurs, it is very important for them to have knowledge about **business**. They have to know a lot about how to do business well, how to make it more effective, efficient, how to scale business, what are the other business options and much more. Digital nomads usually don't have salary on monthly bases provided by their employer. They are responsible for their earnings. If they don't have the business knowledge they will have a problem. This category of knowledge is not mentioned in Johnson's, Lenartowicz's and Apud's model (2006). This might be caused because their model is oriented towards expatriates who stay for longer period of time and come more in contact with local culture. In addition to that, those people are usually employees, managers who will co-work with local people. Their main concern is to manage their subordinates well rather than figuring out how to earn enough money to save for next trip to different country.

The computer knowledge and knowledge of business are not dependent on location. That's not a case of **Knowledge of Law**. They have to have decent knowledge about business law, but local law as well. This category involves local laws and regulations, but local values and customs are important too. If digital nomads don't know basic local laws they may out themselves into danger of breaking the law and make themselves problems. The general laws are similar among countries in one continent however, it more important to know laws which are specific to local culture. That might be law concerning alcohol and drugs use, and transportation. Important in this category are the local values and customs which can give a good idea what are the local laws. Johnson, Lenartowicz and Apud (2006) speak in their model about knowledge of law as well. That proves the importance of such knowledge. Local values and customs will be discussed later in this work.

Very important knowledge in life of digital nomad is knowledge about **Local Infrastructure**. Main elements of this category are accommodation, transport, internet. Firstly, it's important for digital nomads to know cost of living in certain location. They need to know prices of accommodation, transport, food, internet and more.

Besides the costs of accommodation and transport they would need more specific details about quality. They need to know about quality of housing, the quality of the building, heating, thermal isolation, internet in flat etc. It is important to know the best local means of transport, as Digital Nomads usually want to see the local places or travel from home to co-working space etc. Johnson, Lenartowicz and Apud (2006) mention many elements of local infrastructure as well but they are oriented towards different direction. They speak more about laws, politics, economic, and local institutions. These things are not that important for Digital Nomads as they don't come in contact with them that often.

The last part of knowledge dimension is Knowledge about **culture**. Even though the majority of digital nomads have a lot of knowledge about different cultures without studying, just by experiencing it in real life, they should find basic facts about local culture. They should know basic greetings in local language and some basic customs. In the CCC model by Johnson, Lenartowicz and Apud (2006) is put big emphasis on general knowledge about local culture and information about how to live in it, local economics, institutions, political, legal, social, financial and technological systems or specific knowledge about geography, economics, politics, law, history, customs, hygiene, what to do, and what not to do. This information is

important for a digital nomad and can influence his life, but as much as someone who directly works with people from local culture or stays in the country for longer period of time. The Factual, Conceptual and Attributional knowledge is important, but it doesn't have major impact on digital nomads. Moreover, digital nomads develop this knowledge naturally by meeting people from different cultures.

In Czech Republic is important to know some basics of Czech language, as digital nomad will run into many occasions when Czech person won't speak English or will be too shy to try to speak English. The coverage of internet and accessibility is very good even compared to more developed countries yet, some technologies are less developed. One difference from other countries is that Czech is bit more tolerant drug and alcohol policy. The infrastructure is average compared to other European countries, yet the transport in Prague is well developed. Prices are at the lower level compared to other European countries. People are shy, reserved, friendly, open-minded, sarcastic, ironic and pessimistic.

5.2. Skills

The skills dimensions is a crucial part of the cross-cultural competency model. Without skills, individuals would not be able to earn money, travel or find friends. This dimension has two parts, **abilities** and **aptitudes**.

5.2.1. Abilities

Firstly, each digital nomad is an individual, and has a unique main skill. It is this skill which must be utilized to make money for him/her. This skill may be anything: drawing, coding, writing, video editing or any skill which might be monetized online. Therefore, there is not one single universal skill which can be applied to all digital nomads to make them money. Nonetheless, there are some universals skills which are beneficial for any digital nomad. The analysis of qualitative research results has identified two main categories of abilities, **self-management** and **ability to socialize.**

5.2.1.1. Self-management

Self-management abilities support digital nomads in work as well as in their general life. They need to have evolved their **organizational skills** to a high level of competency. It is extremely important for a digital nomad to be able to organize, plan and schedule well. They use these skills frequently in their work and traveling. They often mix work with pleasure,

therefore they need to have good time management to handle both efficiently. However, as much as digital nomads may strategize, there are always unexpected external factors which may disrupt their plans. Thus, they need the skill to **improvise** and **adjust.** The skills to improvise and organize are tightly interconnected with **problem solving skills** and **decision making**. If something is not working out as expected, it is very important to have the skill to solve the problem. Digital nomads may even have had the experience of too many options to choose from. This can be in regards to their travel plans-deciding which country or city they will go to next, or their future business plans. The organizational skills, problem solving, decision making and skill to improvise can be applied in model by Johnson, Lenartowicz and Apud (2006) as well, but they don't mention any specific abilities. It is important in this case to note that digital nomads don't usually have co-workers. The majority of them work alone, so they don't have the opportunity to get ideas from their employees or colleagues. Although they may meet other digital nomads, there are still limitations; other digital nomads in the same field may protect their know-how. Thus, skills named above are particularly important. People to whom the CCC model by Johnson, Lenartowicz and Apud is more applicable, need these skills as well. However, their skills are used in a different way- to manage and co-work with others and sometimes make decisions for whole companies.

5.2.1.2. Ability to socialize

Digital nomads usually travel to new places, where they haven't been yet, where they don't know many people or none. Therefore, they need to have ability to socialize. For that is important to have a strong set of **communicational skills**. The ability to approach people successfully necessitates the skills to initiate conversation, maintain a conversation, make the conversation more interesting, create emotional impact, form emotional connections, create and maintain a friendship, and the ability to listen and express empathy. If they don't succeed in socializing, the quality of their life will decrease. Although digital nomads are used to loneliness, sometimes it can be overwhelming. Many of them complain about the feelings of loneliness and homesickness. Hence, the ability to socialize is key to assure quality of life for digital nomads.

The ability of expatriates to socialize could be included in CCC model by Johnson, Lenartowicz and Apud. Even though they have co-workers with whom they can socialize and network, expatriates still need to find their own social circle in a given foreign country. Johnson, Lenartowicz and Apud (2006) in their CCC model dedicated to skills very little attention. Yet,

in CCC model for digital nomads the skills dimension is second most important dimension from the model.

5.2.2. Aptitude

One big advantage for a Digital Nomad is **Analytical thinking**. When solving complex business issues, strategies, objectives and future business plans as well as travelling plans, it is good to be able to "connect the dots." By doing this, a Digital Nomad can identify and grasp the impact of their actions, in order to be prepared for different scenarios.

Creativity is also important. As digital nomads need to understand the complex environment of IT, business, and traveling, and true understanding requires some degree of creativity. They need to create a solution in order to interconnect their skills with IT and then sell them. Then need to come up with a solution to complex business issues as well as traveling issues. Creativity is also beneficial when planning their future journeys or business plans.

An essential aptitude for a Digital Nomad is a **talent for IT**. As digital nomads spend the majority of their time working online on their computer, it's vital to have a talent for IT. This is interconnected with the knowledge dimension and analytical thinking, as they need to acquire large amounts of information about news in IT and online business as well as learn new IT skills.

The abilities and aptitudes are very oriented towards Digital Nomads. Thus, the ability and aptitudes named in this CCC model will not be particularly useful for the target participants of the CCC model by Johnson, Lenartowicz and Apud. Little consideration was dedicated to the skills dimension in their model, yet this dimension is one of the most important for digital nomads.

5.3. Personality traits

Personality traits are a fundamental part of cross-cultural competency model. Some personality traits help digital nomads more, some less. Yet, there are some traits which are vital for a digital nomad to have in order to sustain the nomadic lifestyle for the long term. The first important personality trait is **tolerance for uncertainty**. Digital nomads need to be able to cope with uncertainty, especially when things don't go as planned. They often travel to unknown places they are not familiar with and cannot make detailed plans. Unexpected things often

happen due to external factors. Moreover, sometimes digital nomads don't know what will happen next month. This includes which country or city will they go to or how much money they will earn. They give up the security of long term employment, monthly salary and stable accommodation for freedom and uncertainty. If they are not able to cope with uncertainty their quality of life will suffer.

When digital nomads are in new places they need to be **flexible** and **adaptive**. These two personality traits are important. Digital nomads experience different cultures and local values. They need to adapt their behaviour to local standards. They also need to adapt to different weather conditions or quality of accommodation and internet. Some places are cheaper than others, so they need to adjust their living standards to current situation. There are many other variables, and again, if things don't go according to plans, they need to be flexible. If they are not able to adapt to their current circumstances, their nomadic lifestyle will not be sustainable in the long term.

Traveling and adapting to unknown places and doing business online is often connected with a great amount of stress. Therefore, some key personality traits for a Digital Nomad are **resilience**, **persistence**, and **confidence**. They need to be able to resist all the challenges and stress that comes with online business and the nomadic lifestyle. They need to be persistent, as some struggles will occur repetitively. Without a decent amount of confidence they will not be able to face all the challenges in their life and business.

As they are running a business or working as a freelancer, they need to be **organized**. This personal attribute will enhance their self-managerial ability. As they need to do many things at once, on their own, they need to be naturally organized people.

When identifying business opportunities as well as running and scaling the business, some important personality traits are **curiosity**, **proactivity**, and **enthusiasm**. A digital nomad needs to be curious in order to find new business opportunities or innovative techniques to make their existing business more efficient. It is important to be proactive, because nobody else will do it for them. It is important to actively seek not only opportunities and techniques, but friends and destinations as well. If the digital nomads are not enthusiastic about the things they do, they can not build a long-term, sustainable nomadic lifestyle.

One of the core digital nomad's life values is **freedom.** They want to be independent financially without being restrained to live in one location. The internal values, norms, and beliefs of one's culture play some role in the life of a digital nomad, yet not so big as to dramatically influence the life of digital nomads. The effect of cultural background is also influenced by the place where they are currently based. A person from Germany could struggle with some values in Latin America. This can be explored more in detail by using Hofstede's cultural dimension comparison tool.

Some aspects of personality traits can be achieved and enhanced through training. However, if these traits are not part of one's personality, the nomadic lifestyle is going to be significantly more challenging. The personality attributes dimensions discussed are similar to those of Johnson, Lenartowicz and Apud, yet the particular personality traits in this model could be different from the person who doesn't live the digital nomadic lifestyle.

5.4. External Factors

Digital nomads have to cope with influences from outside world. These external factors which influence their life are divided into three categories, **Local Infrastructure**, **People**, and **Culture**.

The main external factor from the category of **local infrastructure** is cost of living. Digital nomads travel the world from America, over to Europe, Australia to Asia and other continents. In each continent, the costs of food, accommodation and transportation, which are the main expenses for a digital nomad, are different. It is important to note that their earnings do not change according to the place where they currently are. Thus, their standard of life changes according to the local prices.

Another very important factor in the infrastructure category is transport. One big part of digital nomad's life is traveling. Traveling to work, social events, different cities and countries. Basically their life is one long journey. Thus, quality of infrastructure of the local network of transport is important.

The digital nomad's lifestyle does not allow to have many long-term friends. The long distance relationships may be hard to maintain. Thus, they need to surround them themselves with good **people** which will make their life easier. That is from a social perspective as well as

from business perspective. Digital nomads work as one community which supports and helps its members. They give each other advice how to travel easier and how to make their business better. If they don't surround themselves with likeminded people, their progress will be slower and they will not achieve the goals as quickly as they could.

The last major external factor is **local culture**. Even though local culture doesn't overly influence Digital Nomads, they still need to adjust their life to local traditions, laws, and patterns of behaviour. A culture which is very different from one's home culture can negatively affect one's work and quality of life. To find out how much and in which aspects various cultures differ, we can use Hofstede's cultural dimension comparison tool.

The CCC model by Johnson, Lenartowicz and Apud (2006) is not so different, at its core, from CCC model for digital nomads. The main difference is the knowledge dimension. The CCC model for digital nomads is focused on one specific group of people. Thus, some particular skills, personality traits and knowledge that apply to digital nomads may be different than those of individuals discussed in the CCC model by Johnson, Lenartowicz and Apud.

Table 13: Cross-cultural competency model for digital nomads

Knowledge
 - Informational Technology
    - Internet
    - Computer knowledge
- Business knowledge
- Local Infrastrucutre
- Local Culture

Skills
Abilities
 - Self-management
          - Organisational skills
          - Improvise
          - Adjust
          - Problem solving skills
          - Decision making skill
 - Ability to socialise
          - communicational skills
Aptitude
          - Analytical thinking

Personality traits
 - uncertainty tolerance
 - flexibility
 - adaptiveness
 - resilience
 - persistence
 - confidence
 - organization

External factors
- Cost of living
- People

Cross-cultural
Competence

5.5. Implications

A cross-cultural competency model for Digital Nomads can help people who currently live a digital nomad's lifestyle or want to become a digital nomad. It can serve to improve their work and quality of life. They should also make use of Hofstede's cultural dimension tool, to define the cultural differences between their own culture and Czech culture. Based on the Czech cultural profile and information gathered from the interview, digital nomads can certainly prepare themselves for life in Czech Republic. By consulting the CCC model for Digital Nomads, future Digital Nomads will learn that prior to their departure to Czech Republic they need to find out about Czech laws, the quality of the internet, availability of accommodation, and transport in CR. They should also learn some basics of the Czech language.

Before becoming a digital nomad, they should develop organizational skills, problem-solving, decision-making skills and the skill to improvise, which can be summarized into self-management ability. Another ability which they should already possess or learn is the ability to socialize. To learn these skills Digital Nomads can take free online courses or watch YouTube videos from current Digital Nomads, some of whom document their life in detail. Alternatively, they could buy paid programs from coaches, video courses, or ebooks. There are also courses on how to build business skills or create an online business, such as drop-shipping or affiliate marketing.

The Czech government could create a new strategy on how to improve the English language knowledge of Czech citizens. The government could dedicate more money to the education of English language, so students can have more hours devoted to learning the English language at school and universities. Besides that, government could include this CCC model into literature for their students, in order to educate them about different ways of living.

For businesses, the Digital Nomad CCC model can be used as an informative guide to use on many occasions. Based on this model, employers can educate their current or future remote workers on how to live in Czech Republic. Moreover, they could help to create appropriate conditions for them, so that their results and work morale improves. Additionally, there are many business opportunities which can be based on this CCC model. Businesses

could create a new form of accommodation for digital nomads, new co-working spaces or some new services for digital nomads.

Academics could use the Digital Nomad CCC model and get inspired by new studies. They could explore what are the implications for a Digital Nomad's life when sustaining this lifestyle long-term. Or they could also study the advantages and disadvantage for businesses to have long-term remote workers.

5.6. Conclusion

The goal of this master thesis was to develop a competency model for Digital Nomads and evaluate its components in a specific culture –namely, Czech culture. The research was based on literature review and the experiences of 7 digital nomads who have lived in Czech Republic. The exploratory and descriptive research method was applied, which consisted of interviews conducted with a sample group of digital nomads and questionnaire collection. The interviews were mainly oriented on the experiences of the Digital Nomads in Czech Republic and the questionnaire was focused mainly on the evaluation of the cross-cultural competence model by Johnson, Lenartowicz and Apud (2006).

The dimensions and particular elements in the cross-cultural competence model were based on work by Johnson, Lenartowicz, and Apud (2006) Cross-cultural competence model, and analysis of results of qualitative and quantitative research. Some of the components were deleted, some components were added, and another was edited. The CCC model for Digital Nomads contributes to literature and practice in various ways. It can help current and future Digital Nomads achieve a higher quality of life in Czech Republic. It could also be used for education purposes by companies, school and universities.

Digital nomads need to have knowledge about basic Czech law in order not to unconsciously commit a crime. They also need to acquire knowledge about Czech behaviour, local infrastructure, and the basics of the Czech language. They also need extensive knowledge in Informational Technologies and business. In order to live, travel and do business effectively, digital nomads should have a self-management ability and the ability to socialize. There are also aptitude, as well as personality traits, which help Digital Nomads both in their business and nomadic lifestyle. External factors include the elements of the cross-cultural competency

model which are influenced by living in the Czech Republic. However, the place where a Digital Nomad stays has little influence on their lives and even lower on their business.

The life of a Digital Nomad is unstable and inconsistent, and often full of paradoxes. They have to plan a lot, yet they need to know how to improvise when things don't go as planned. They may have many friends, yet still feel very lonely. They don't have a static home, yet they have many places which they call home. They have extensive knowledge about many different cultures, yet they didn't study for to achieve this knowledge. This competency model can help existing and future new Digital Nomads with their journey, increase their quality of life and help them in their business. In the future, it will be interesting to see what influences the cross-cultural competency model will have on the long-term life and business of digital nomads.

It would be interesting to see in the future what influence can the cross-cultural competency model have on life and business of digital nomads in long term.

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APPENDIX 1: Interview

1 – The Explanatory Stage

The main goal of this phase is breaking the ice with the test person, making him feel less uncomfortable with the interviewer and the whole situation in order to narrate his story.

- o Thank you for coming.
- o How are you?
- o How do you like prague?
- o Little chit chat¨

2 – The Introductory Stage

At this stage the context of the investigation and the purpose of the interview are explained in broad terms to the interviewee, to avoid influencing the story telling and the development of the narration.

- Introducing me and my background
- Introducing the purpose of this interview
  - o Explanation of the goal of my master thesis
    - ▪ My research question
- Explaining structure of the interview
  - o Explaining there are no right or wrong answers
  - o Explain its going to be recorded
  - o it's going to be more of friendly conversation
  - o at the end of the interview will get little survey
- Little explanation of the intercultural competence and CC model
  - o This CC model has 4 parts
    - ▪ Knowledge
    - ▪ Skills
    - ▪ Personal attributes
    - ▪ External factors
  - o How does that relate to my research question

3- interviewing

General questions

1. What do you like and what you don't like about life in CR?
2. What is your normal working day in CR look like?
3. What are the challenges you face in your life?

Knowledge

1. What should DN know before coming to Czech Republic?
2. Is it important to know many languages as DN?
   a. What about local/Czech language?

Culture general

1. What information have you looked up about CR?
2. What is Czech culture like?
    a. And what Czechs are like?

Culture specific

1. What should DN know about Czech culture

-factual

2. What are specific facts, information about Czech institutions, Economic situation, politics
   you think are important to know?

- conceptual

1. How Czech cultural values are reflected in people's behaviours?

- attributional

    1. How do you adjust your behaviour based on what you know about Czech culture
and Czech republic.

skills

1. What skills DN should have?
2. What personal attributes makes DN's life easier?
3. What are the abilities DN should have?
4. What aptitude DN should have?
    a. E.g., adapting to behavioural norms, stress-management, conflict management,
       to listen, observe, interpret, analyze, evaluate, and relate

Personal attributes

1. What are the personal traits DN should have?
2. What personality traits do you have?
    a. E.g. Flexibility, perseverance, self-efficacy, ambition, courage, curiosity,
       decisiveness, enthusiasm, fortitude, integrity, judgment, loyalty, tolerance for
       ambiguity, etc.
3. What are any specific values, norms and believes among DN?
    a. What are yours
4. Have you experienced any clash of your Values, Beliefs, norms, Personality traits
   while living in CR? If yes, could you describe the situation?

external factors

1. What are external factors that influence your work and life the most?

2. What are the main differences between your culture and Czech culture?
3. Could you describe how people from different culture affect your work?
4. What impact have differences between your culture and Czech culture on your effectiveness in work or your quality of life in CR
5. Have you in some foreign company as a freelancer?
   a. If yes, how the company culture influenced your work?
6. How does people that you work with influence your work?

* questionnaire below at the next page

APPENDIX 2: Questionnaire

- How long do you live digital nomad life? _____
- How much time have u spent in Czech Republic in total? _____
- What is your profession? _____

Culture general knowledge: the components of culture, frameworks for understanding and comparing/contrasting different cultures. It also includes a general knowledge of the complex environment in which international business operates, within the different economic, political, legal, social, financial and technological systems that co-exist.

Please indicate the importance of the following factors in DN work and life in CR from 1 (strongly disagree) to 5 (strongly agree).

Not important	Kind of important	Neutral	Important	Very Important
1	2	3	4	5

3. How important is to know about Czech:

Economical system?	1	2	3	4	5
Political system?	1	2	3	4	5
Social system?	1	2	3	4	5
Legal system?	1	2	3	4	5
Financial system?	1	2	3	4	5
Technological system?	1	2	3	4	5

4. How important is for DN is to have culture general knowledge?

    1   2   3   4   5

5. How important is the whole Culture general knowledge section in of this competence model?

    1   2   3   4   5

Knowledge about language

6. How important is the knowledge of a languages?

    1   2   3   4   5

7. Is only English language sufficient enough for DN?   YES / NO

8. How important is to know Czech language for DN living in Czech?

    1   2   3   4   5

Knowledge about rules of interaction

9. How important is to know how to behave in CR?

    1   2   3   4   5

Culture specific knowledge

10. How important is to know:

History of country?	1	2	3	4	5
Facts about politics?	1	2	3	4	5
Facts about economy?	1	2	3	4	5
Institutions?	1	2	3	4	5
Social structure?	1	2	3	4	5

11. Does knowledge about Czech history, political and economic system, social structure have impact on your work or life in Czech Republic?   Circle YES / NO

12. How important the Factual knowledge influence on your business and life? (**Factual** knowledge deals with a country's history, its political and economic systems, institutions, and social structure. attributional.)

    1   2   3   4   5

13. How important is Conceptual knowledge? (**Conceptual** knowledge is concerned with understanding a cultural group's value system and how values are reflected in people's behaviors.)

    1   2   3   4   5

14. How important is the Attributional knowledge of the culture? (**Attributional** knowledge reflects a heightened awareness of appropriate behavior, building upon factual and conceptual knowledge in order to correctly attribute the behavior of individuals in the target culture.)

    1   2   3   4   5

15. How important is the whole "Knowledge" section in of this competence model?

    1   2   3   4   5

Skills

An ability is a set of specific skills that have been acquired over time, whereas an aptitude is an individual's capacity to acquire additional abilities in a specific skill-set.

16. How important for DN is to have certain abilities?

    1   2   3   4   5

20. How important is to have aptitude?

        o E.g., adapting to behavioural norms, stress-management, conflict management, to listen, observe, interpret, analyze, evaluate, and relate

1   2   3   4   5

Personal attributes

- Values, Beliefs, norms,
- Personality traits of one's home culture
  - o Flexibility, perseverance, self-efficacy, ambition, courage, curiosity, decisiveness, enthusiasm, fortitude, integrity, judgment, loyalty, tolerance for ambiguity, etc.

21. How important are personal attributes?

    1   2   3   4   5

External factors

- physical, economic, political and legal environments

22. How big influence have external factors on your life?

    1   2   3   4   5

23. <u>Institutional ethnocentrism</u> is when foreign expatriate in an executive role in the host country is imposing techniques of doing things the way they are done in a home country. Have you encountered this phenomenon?   YES / NO

24. Cultural distance is the extent to which different cultures are similar or different. What influence has cultural distance on your life?

No influence   Little   Normal   Big   Crucial influence

    1   2   3   4   5

25. How different do you feel is your culture and the Czech culture?

No difference   Little Pretty different   Big   Completely different

    1   2   3   4   5