

Canadians are viewed as fair players. Another management tool imported from Canada was the Hay method of evaluating management performance. French managers view it as a guarantee of fairness in their assessment, protecting them from the discretion of one direct superior. It contributes to the general management style of Alcan, which strives for fairness in all its dealings with employees and outsiders. The Canadian group has published a chart (purpose, objectives and principles) that is used as a basis for managerial ethics. Its published mission statement has been the basis for the locally developed *projet d'entreprise* outlining a five-year vision of French business development.

Being fair can turn against Canadian companies. Alcan grows mostly by acquisition and in its approach to negotiations it adopts a very open attitude to the potential partner. Imported from North American management culture is the motto STIR: Sincerity, Trust, Integrity, Rigour. This attitude has already frightened off potential partners who, being true Europeans, were suspicious of the goodwill displayed by the Alcan team!

Canada has a very friendly (*sympathique*) image in France, compared with the aggressive image associated with American companies. However, Alcan has not systematically tried to capitalize on this.

Other management style Imports from Canada have done well in the French culture. These are:

- the care given to issues of product liability and environment;
- the heavy use of management consultants; and
- the drafting of succession plans.

A health warning on Canadian French: *faux amis* and excessive use of *tu*. Speaking French is not always an advantage. Many misunderstandings have arisen from *faux amis* between the different versions of French spoken on either side of the Atlantic. The habit of using the informal address *tu*, which is widespread in Canada, puts people off in France.