



# Cross-Cultural Management Challenges in Pan-African Companies within Rwanda's Context

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## Abstract

Pan-African companies operating in Rwanda face unique cross-cultural management challenges due to diverse ethnic groups and historical colonial influences. An ethnographic approach was employed, involving in-depth interviews with 30 Pan-African company executives and participant observation at two local companies. Data were analysed using thematic content analysis to identify recurring themes and patterns. Leadership styles varied significantly, with more hierarchical approaches prevalent among East African nationals compared to their counterparts from West Africa, reflecting historical colonial legacies. Communication was predominantly verbal and direct in all groups but exhibited regional nuances. The study reveals that while cultural differences pose significant challenges, they also offer opportunities for innovation and mutual understanding within Pan-African company management teams. Pan-African companies operating in Rwanda should develop culturally sensitive training programmes to enhance cross-cultural competence among their leadership teams. Understanding local customs and traditions can foster better integration and productivity.

**Keywords:** *Geographic, Pan-African, Cultural Differences, Ethnography, Intercultural Management, Contextual Analysis, Minority Groups*

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