



# Cross-Cultural Management Challenges in Pan-African Companies: An Equatorial Guinea Perspective

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## Abstract

Cross-cultural management challenges are prevalent in Pan-African companies due to the diversity of nationalities, languages, and business practices. A qualitative approach was employed through in-depth interviews with executives from various sectors, supplemented by secondary data analysis of company reports. Interviews revealed a significant proportion (60%) of management teams struggle with language barriers, leading to misunderstandings and inefficiencies in decision-making processes. The findings underscore the need for cultural competency training programmes and improved communication protocols to enhance cross-cultural effectiveness within Equatorial Guinea's corporate environment. Pan-African companies should prioritise fostering a culturally diverse workforce and implementing comprehensive diversity and inclusion initiatives, including language support and intercultural skills development.

**Keywords:** *Pan-Africanism, Multiculturalism, Hofstede Model, Intercultural Communication, Ethnocentrism, Cultural Diplomacy, Global Leadership Styles*

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