

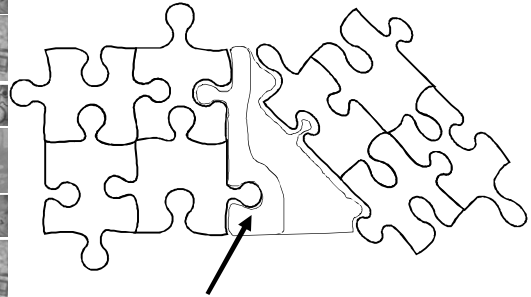
Crossing Cultures with Competence

Culture and Communication

Tina Quick
International Family Transitions

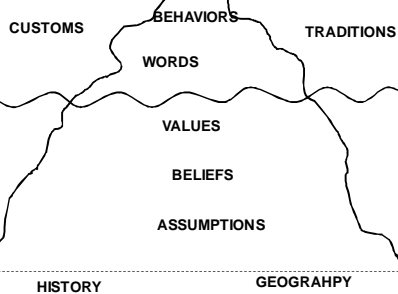
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Culture Iceberg

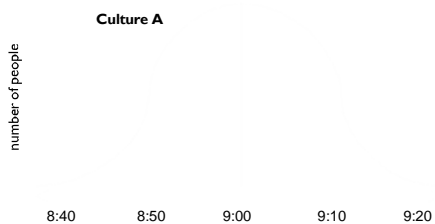


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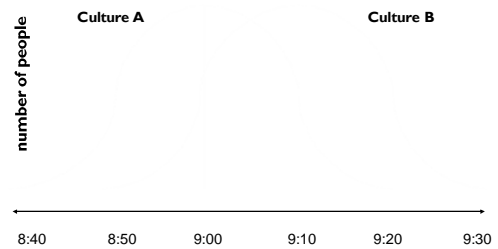
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When would you arrive for a 9:00 meeting?



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Are you late or early?



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The Individual and the Group

- One of the most basic dimensions on which cultures differ is the extent to which their members put a primary value on:
 - Individualism – every individual having the chance to reach his or her full potential
 - Collectivism – the general welfare of the community.

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Individualism-Collectivism Around the World

(Individualistic)	Germany	Turkey	Thailand
USA	South Africa	Uruguay	Salvador
Australia	Finland	Greece	South Korea
Great Britain	Austria	Philippines	Taiwan
Canada	Israel	Mexico	Peru
Netherlands	Spain	East Africa	Costa Rica
New Zealand	India	Yugoslavia	Pakistan
Italy	Japan	Portugal	Indonesia
Belgium	Argentina	Malaysia	Colombia
Denmark	Iran	Hong Kong	Venezuela
Sweden	Jamaica	Chile	Panama
France	Brazil	West Africa	Ecuador
Ireland	Arab countries	Singapore	Guatemala
Norway			(Collectivistic)
Switzerland	from Hofstede, 1991		

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Power Distance

- Closely related to the issue of Individualism - Collectivism is one of **Power Distance**, or social hierarchy and equality.
 - High Power Distance – more important to treat someone with respect.
 - Low Power Distance – more important to treat someone as an equal.

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Power Distance

(High Distance)	Yugoslavia	Portugal	Estonia
Malaysia	Singapore	Belgium Flemish	Luxembourg
Slovakia	Croatia	Uruguay	USA
Guatemala	Slovenia	Greece	Canada total
Panama	Bulgaria	South Korea	Netherlands
Philippines	Morocco	Iran	Australia
Russia	Switzerland-Fr	Taiwan	Costa Rica
Romania	Brazil	Czech Republic	Germany
Serbia	France	Spain	Great Britain
Suriname	Hong Kong	Malta	Finland
Mexico	Poland	Pakistan	Norway
Venezuela	Belgium Walloon	Canada Quebec	Sweden
Arab countries	Colombia	Japan	Ireland
Bangladesh	Salvador	Italy	Switzerland-Ger
China	Turkey	Argentina	New Zealand
Ecuador	East Africa	South Africa - white	Denmark
Indonesia	Peru	Trinidad	Israel
India	Thailand	Hungary	Austria
West Africa	Chile	Jamaica	(Low Distance)

from Hofstede & Hofstede, 2005



Monochronic

- When you are trying to work on a project, do you find interruptions to be annoying and frustrating?
- Do you think it is best to have firmly-kept appointments and firm deadlines?
- Do you use words that describe time as something tangible - like "saved, killed, spent, wasted, or lost?"
- Do you feel it is most efficient to know just what is central to the work at hand, and not be distracted by irrelevant information?
- Do you try hard to stick to the agenda of a meeting?
- Do you feel more like Monoman than Polyboss in this case study?

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Crossing Cultures with Competence

Polychronic

- When you are working on a project, do you find that input from related projects is useful, even if it is not directly related to your project?
- Do you think that maintaining good relationships with people is often more important than being on time to a meeting?
- Do you feel it is best to have lots of information about a situation, even if some of it seems to be not that important?
- Do you think "deadlines" should be usually considered flexible?
- Do you think that sticking to an agenda often means missing out on important digressions?
- Do you identify more with Polyboss than Monoman?

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Communication Styles

- linear vs. circular
- direct vs. indirect
- verbal vs. non-verbal
- attached vs. detached
- confrontative vs. non-confrontative

Typical American business style?

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Proverbs Teaching Communication Style

- Say what you mean and mean what you say. (US American)
- It is good to know the truth but it is better to speak of palm trees. (Arab)
- Better a lie which heals than a truth which wounds. (Hindu)
- What is nearest the heart is nearest the mouth. (Irish)
- Worse than a mute is he who does not speak clearly. (Italian)

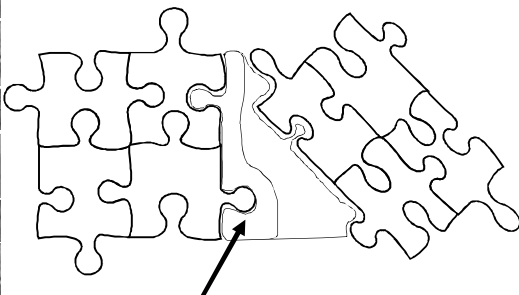
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Role Play Review

- Individualism – Collectivism
- Power Distance
- Monochronic – Polychronic
- Linear – Circular Style
- Direct – Indirect Style
- Attached – Detached Style
- Confrontative – Non-confrontative Style
- Verbal – Non-verbal

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