



Cross-cultural communication and negotiations

Dr Ilona Hunek



What is the similarity between the object in front of you and culture?
What insight does that give you about how to work effectively across cultures?



Onion



Iceberg

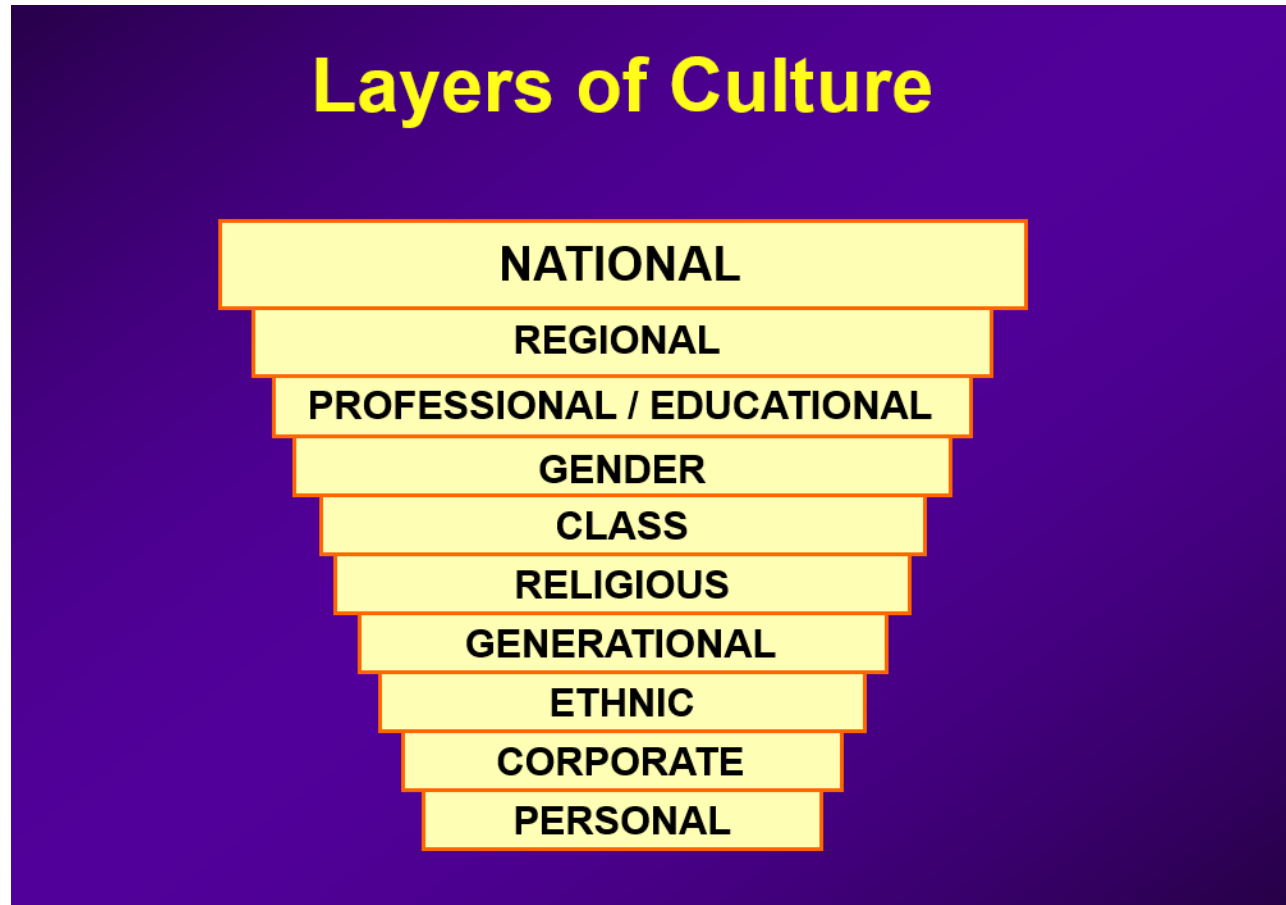


Fish in water



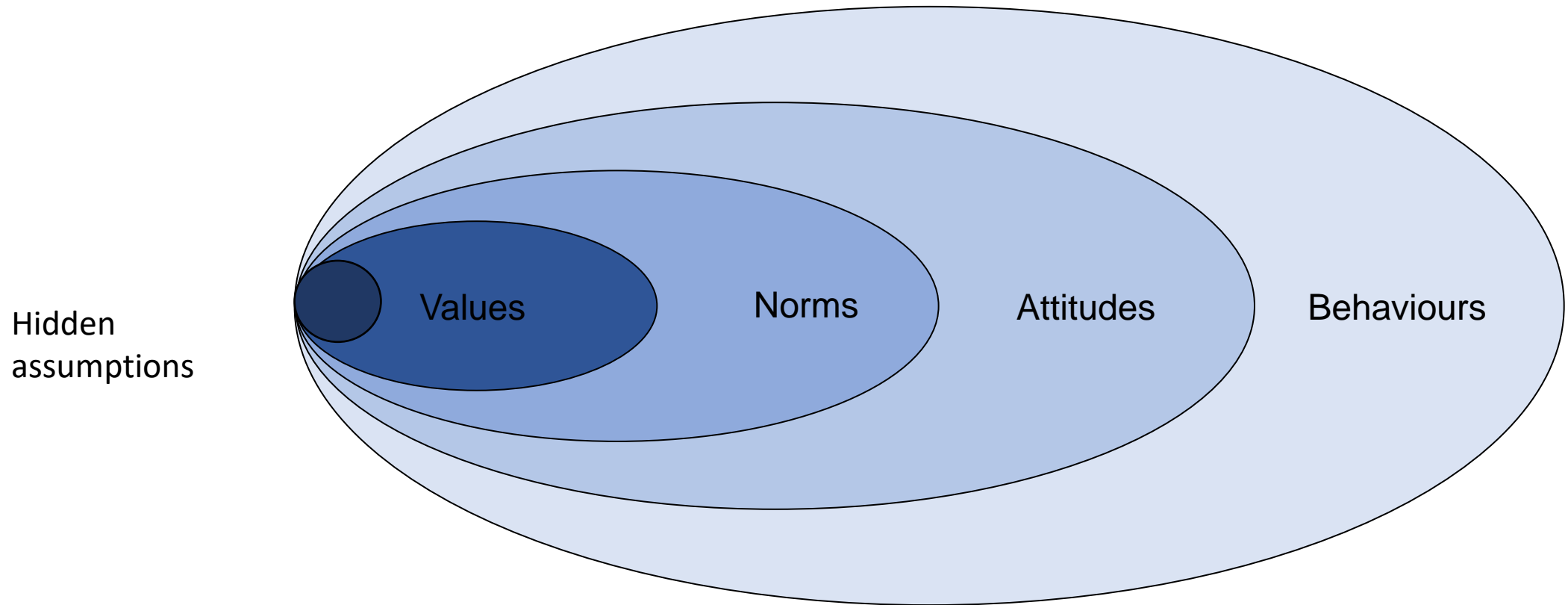
Software

Layers of culture



- **Onion:**
- Like an onion, people are shaped by many layers of culture.

Layers of culture: how it works



Layers of culture



Iceberg:

The deeper the element of a culture's iceberg you experience, the harder it is to adapt or shift.

Fish can't see water

Kai Hammerich & Richard D Lewis

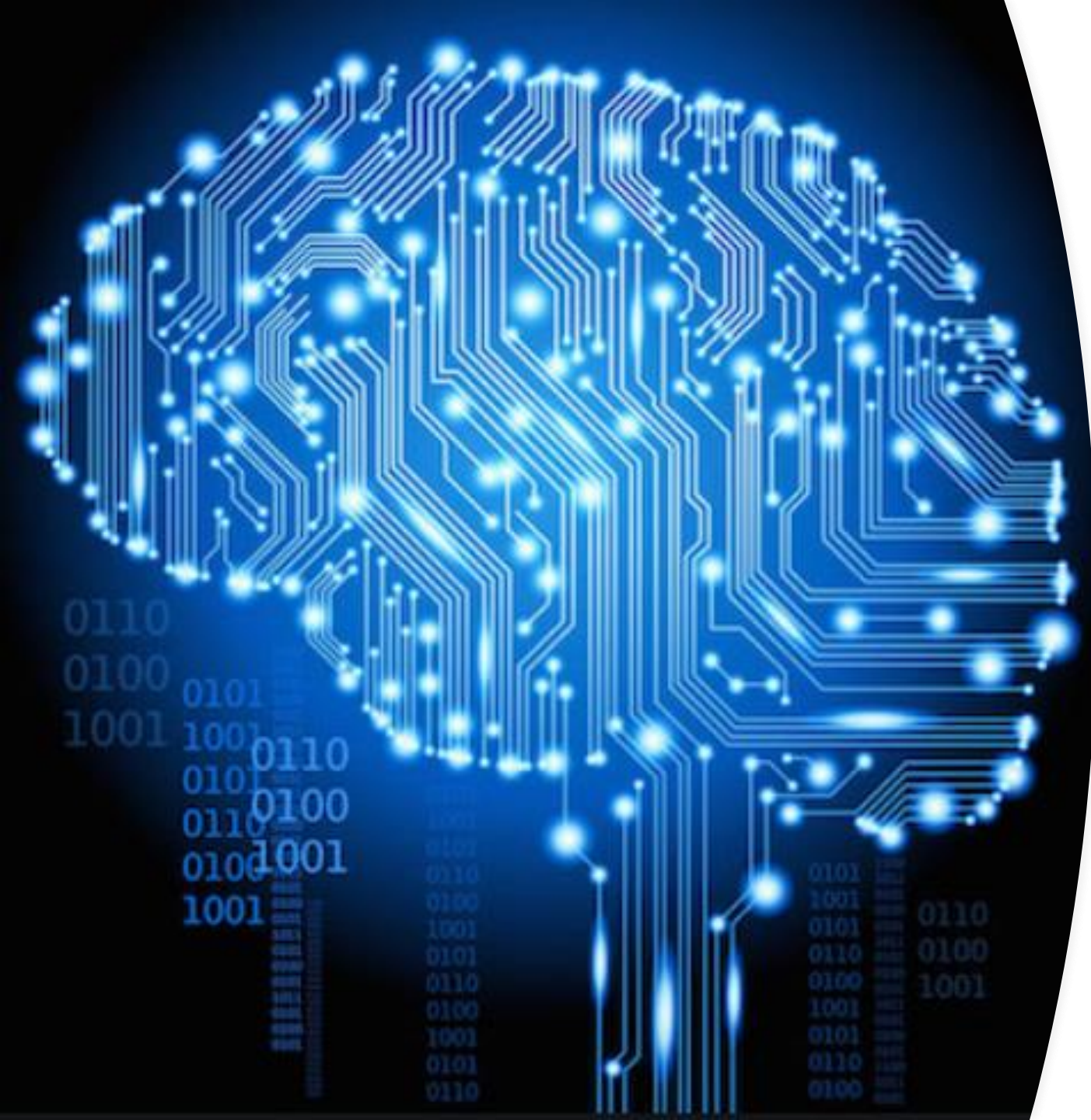
FISH CAN'T SEE WATER

How National Culture can
Make or Break Your Corporate Strategy



Fish in water:

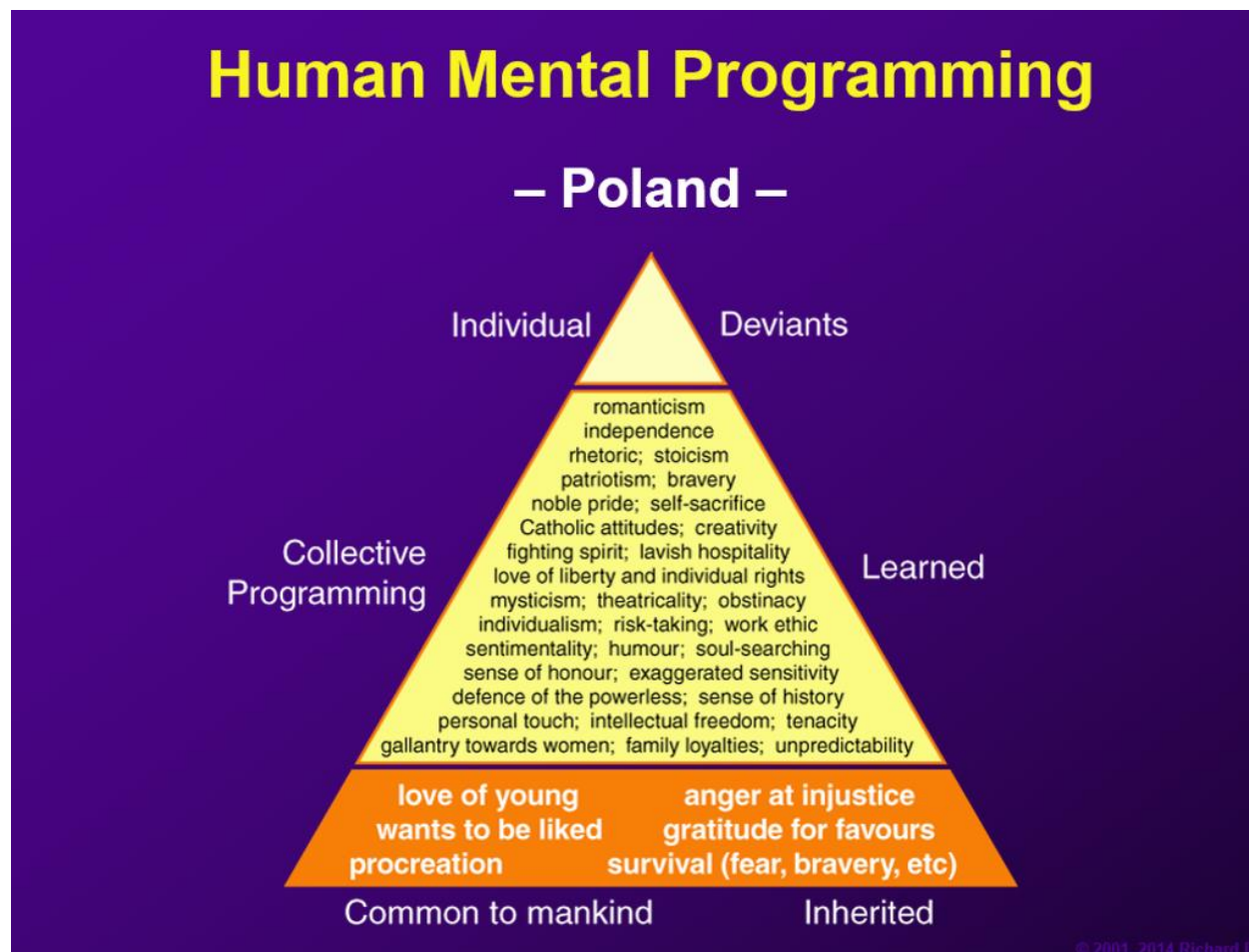
Like water to a fish, the influence of our own culture is often invisible to us.



Mental programming

- **Software:**
- **Culture is the collective programming of the mind which distinguishes the members of one group or category from another' (Hofstede, 1991: 5).**

National culture as mental programming



- National culture is just a part of mental programming.

Hi Kamila,

The community fund is not to support office wide initiatives, as such, it is aimed at individual employees who want to support a charity outside of work.

The larger scale projects come under 'CSR' which unfortunately has not yet been formally structured at XXX. We do not want to enter into any long term relationships with companies until we have an agreed global strategy for this kind of thing.

At this point however, there is nowhere else your request can fit, so we are happy to deal with it under the community fund this time. We may agree to fund the first session or possibly first two sessions with the below request, this is to be decided.

Please could you give me some more detail on what the £11,000 goes towards? How many sessions, is there a donation, what is involved, how many people can take part, etc?

Thanks,

Areas of cross-cultural misunderstandings

Values

- Core beliefs
- Attitudes and worldviews

Communication patterns

- Speech styles
- Listening habits

Concept of time

Concept of space

Cultural categories

R.D.Lewis

Linear – active

- Fact-oriented, cold, planning, direct

Multi – active

- People-oriented, warm, emotional, expressive

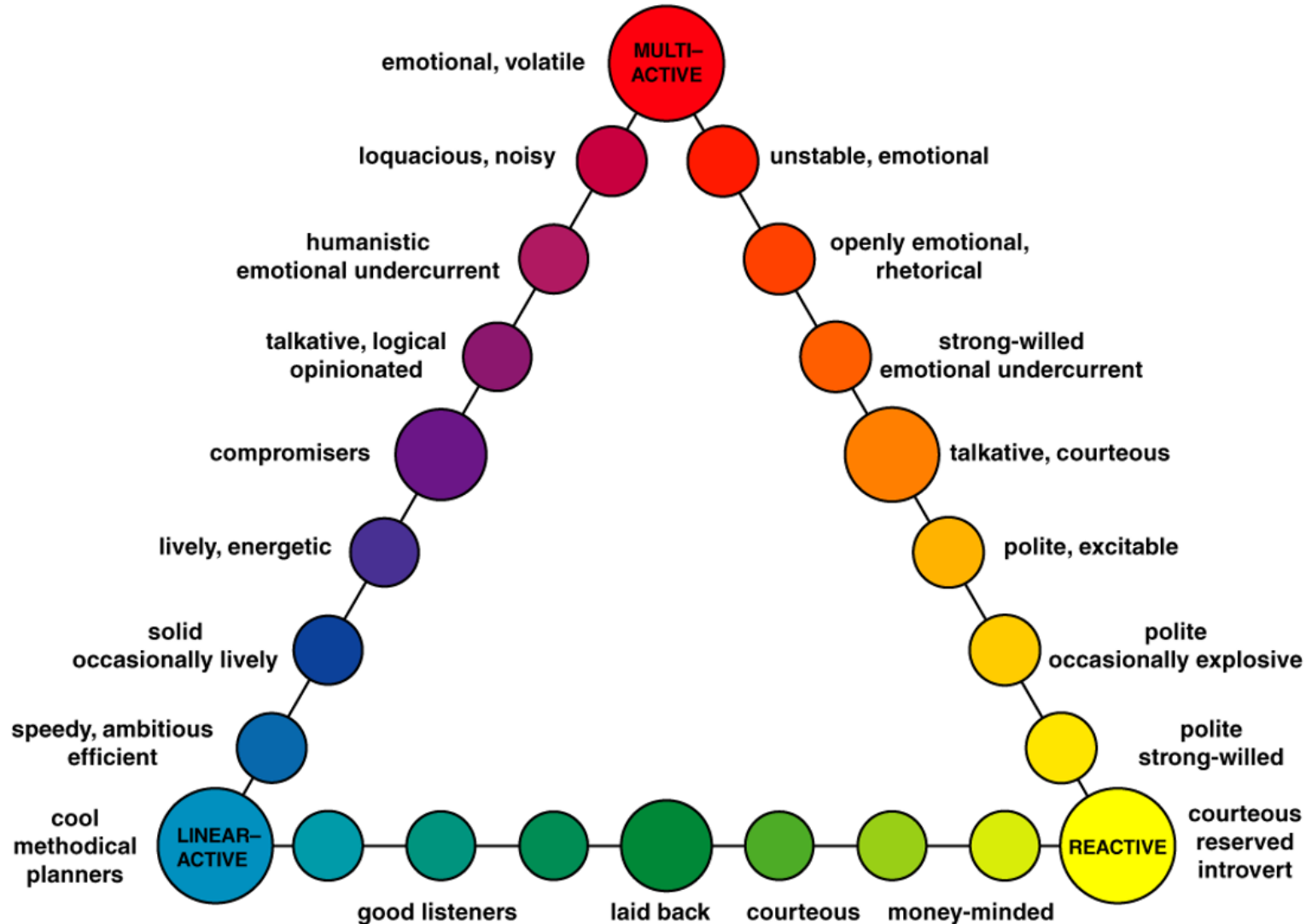
Reactive

- Relationship-oriented, friendly, polite, accomodating, compromise-seeking

Lewis' Model: Cultural Categories

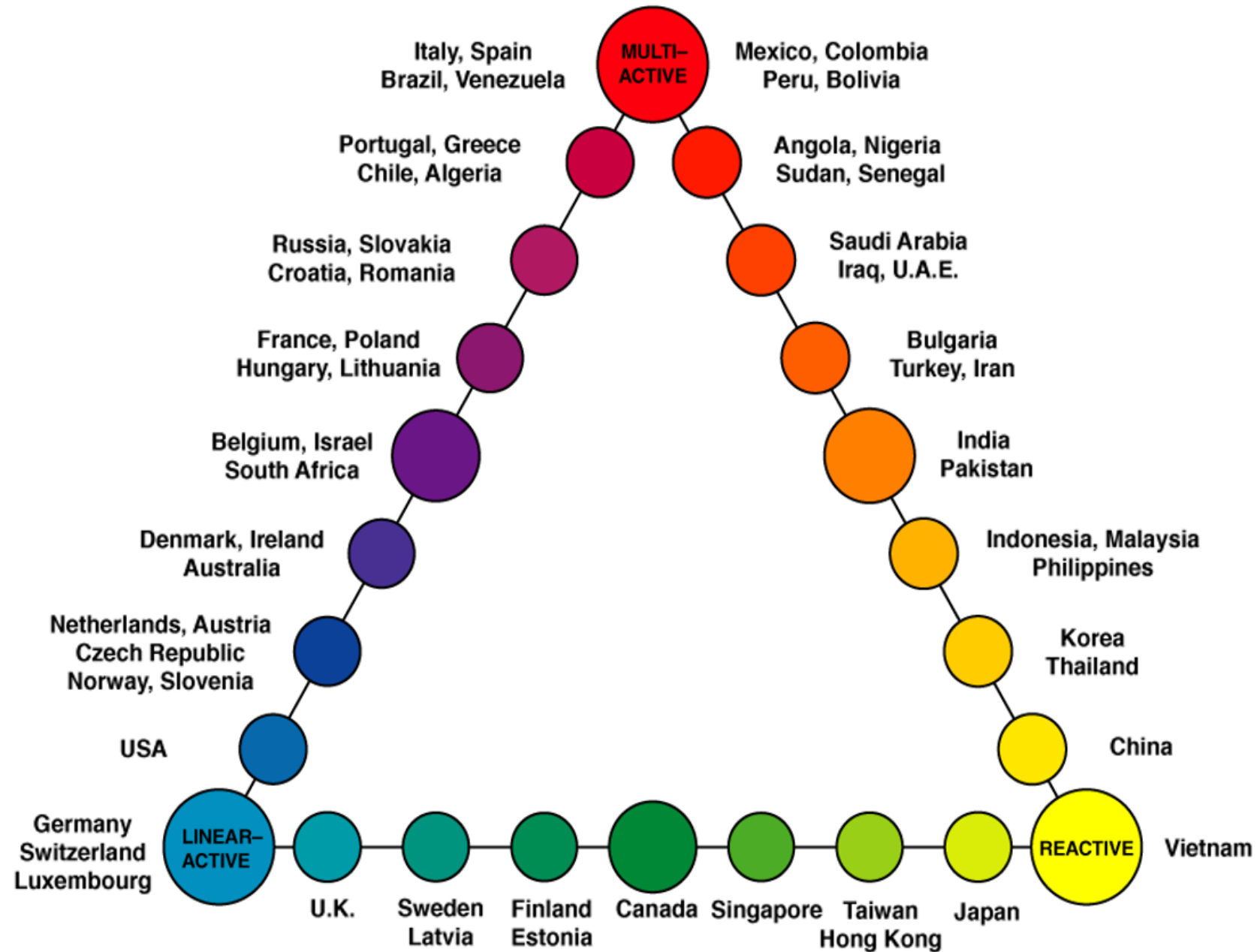
LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
<p>Talks half the time</p> <p>Does one thing at a time</p> <p>Plans ahead step by step</p> <p>Direct</p> <p>Partly conceals feelings</p> <p>Confronts with logic</p> <p>Dislikes losing face</p> <p>Rarely interrupts</p> <p>Job-oriented</p> <p>Uses mainly facts</p> <p>Truth before diplomacy</p> <p>Sometimes impatient</p> <p>Limited body language</p> <p>Respects officialdom</p> <p>Separates the social and professional</p>	<p>Talks most of the time</p> <p>Does several things at once</p> <p>Plans grand outline only</p> <p>Emotional</p> <p>Displays feelings</p> <p>Confronts emotionally</p> <p>Has good excuses</p> <p>Often interrupts</p> <p>People-oriented</p> <p>Feelings before facts</p> <p>Flexible truth</p> <p>Impatient</p> <p>Unlimited body language</p> <p>Seeks out key person</p> <p>Interweaves the social and professional</p>	<p>Listens most of the time</p> <p>Reacts to partner's action</p> <p>Looks at general principles</p> <p>Indirect</p> <p>Conceals feelings</p> <p>Never confronts</p> <p>Must not lose face</p> <p>Doesn't interrupt</p> <p>Very people-oriented</p> <p>Statements are promises</p> <p>Diplomacy over truth</p> <p>Patient</p> <p>Subtle body language</p> <p>Uses connections</p> <p>Connects the social and professional</p>

Lewis model: Cultural Categories

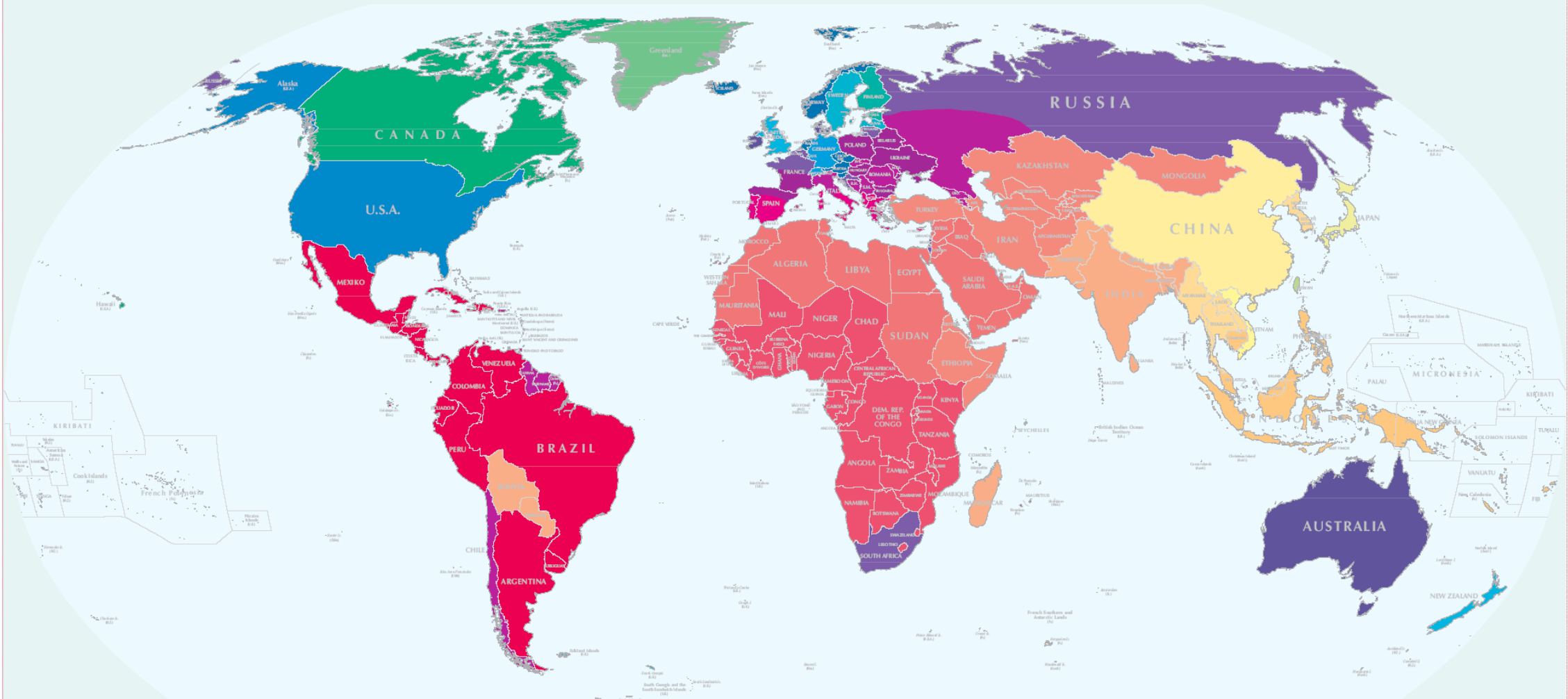




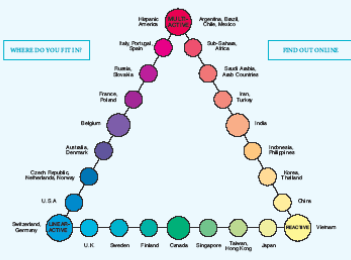
— Bakerloo
 — Metropolitan
 ○ Interchange stations



NATIONAL CULTURAL PROFILES



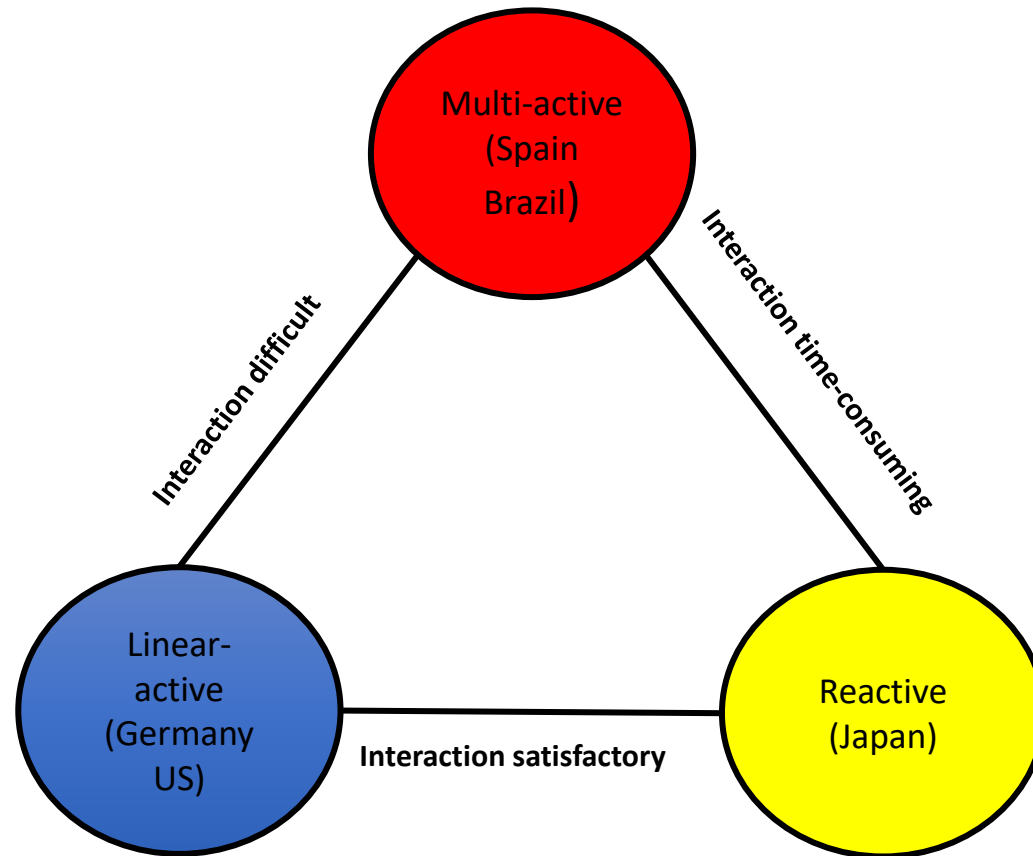
RICHARD LEWIS
NATIONAL CULTURAL PROFILES



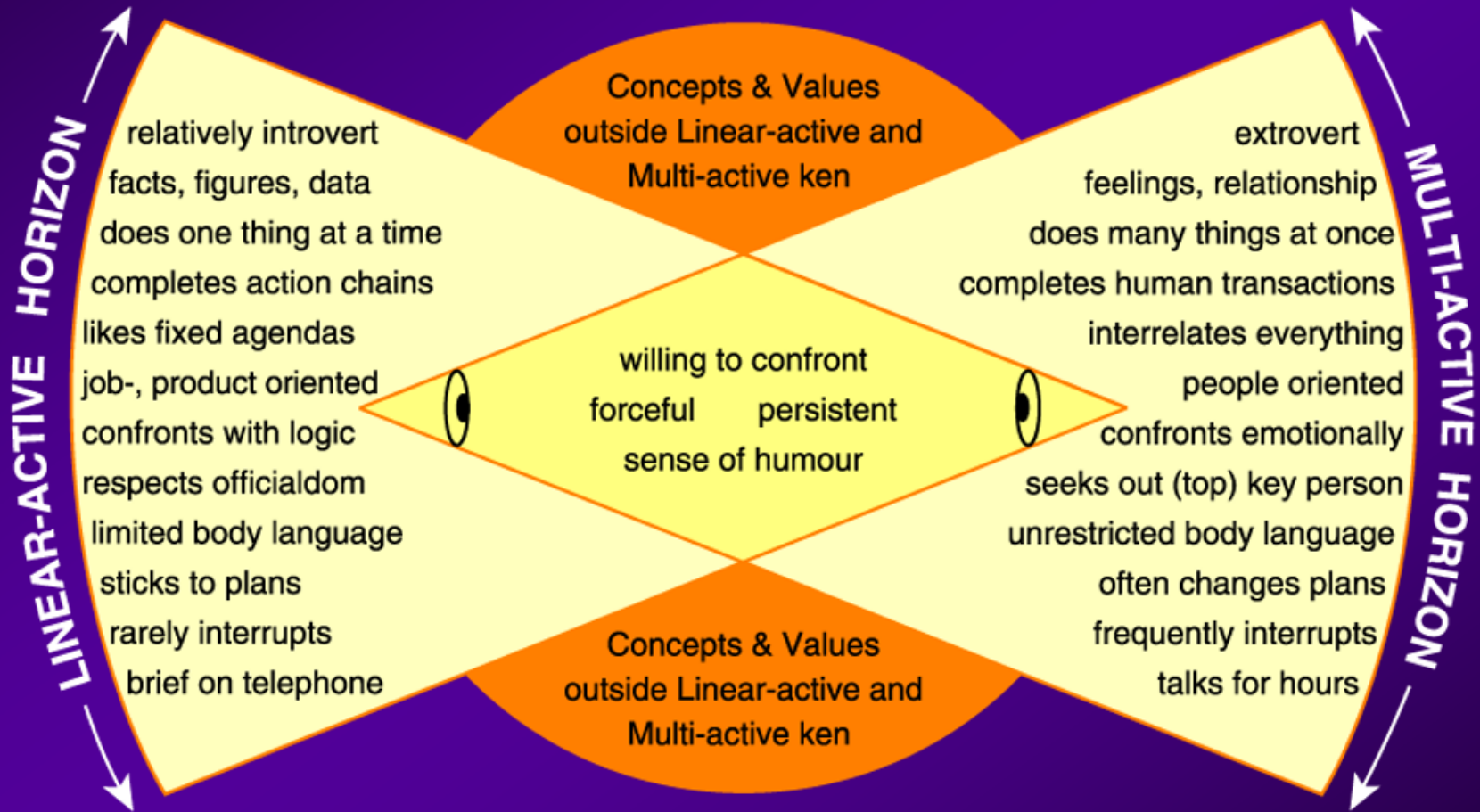




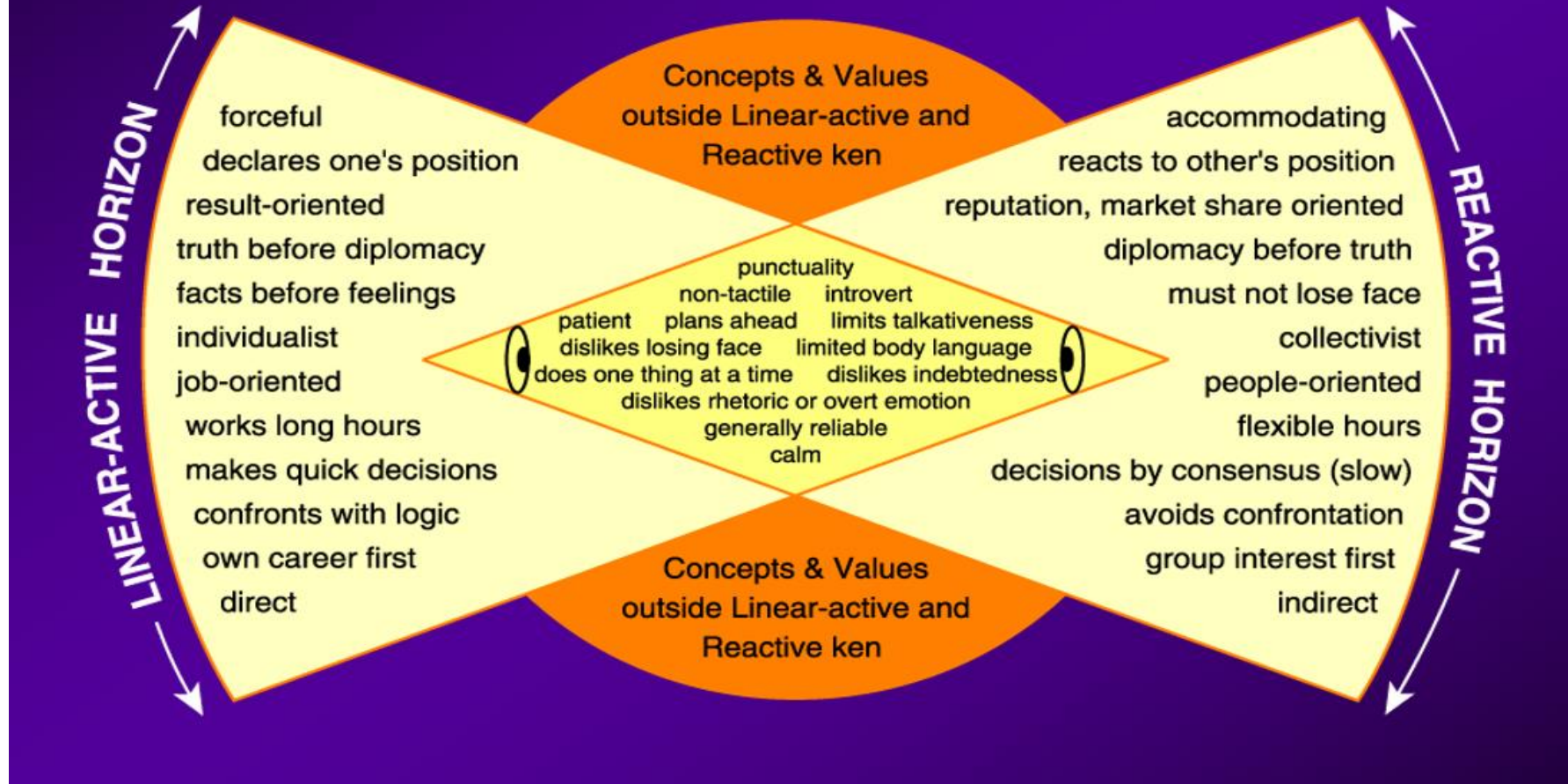
Level of difficulty in LMR interactions



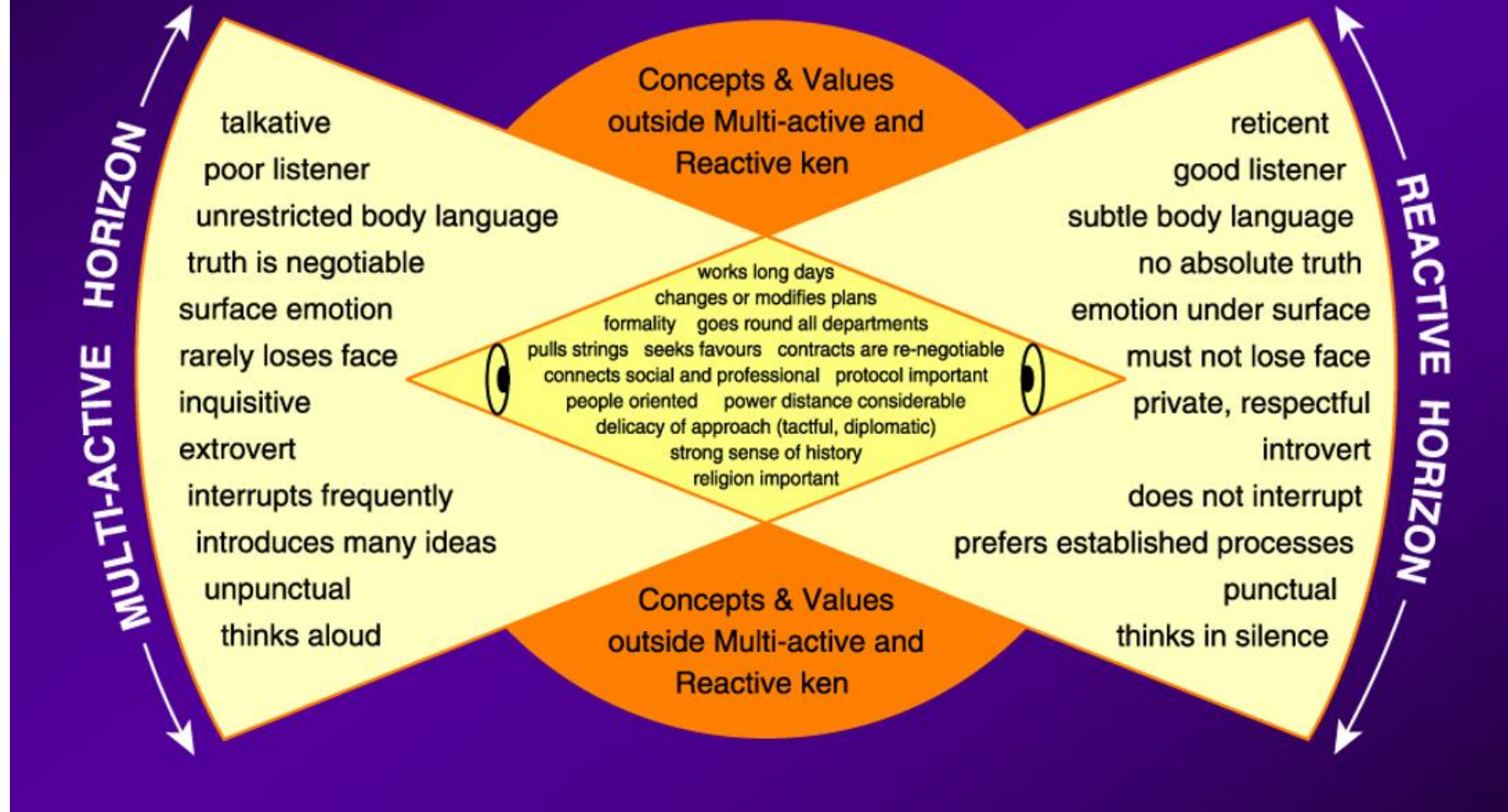
Linear-active – Multi-active Horizons



Linear-active – Reactive Horizons

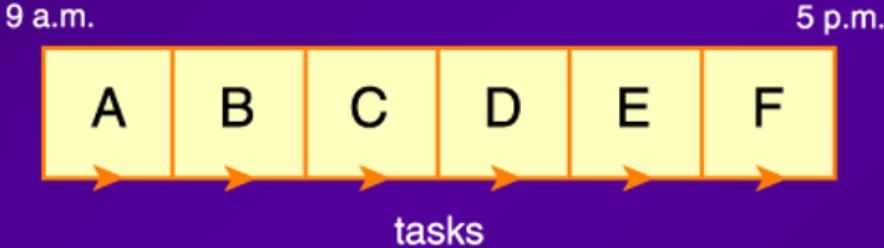


Multi-active – Reactive Horizons

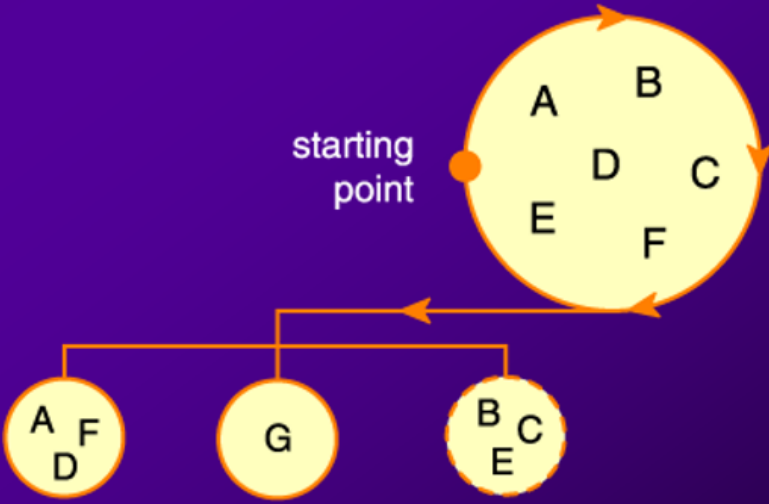


Concepts of Time

Linear-active



Multi-active
&
reactive



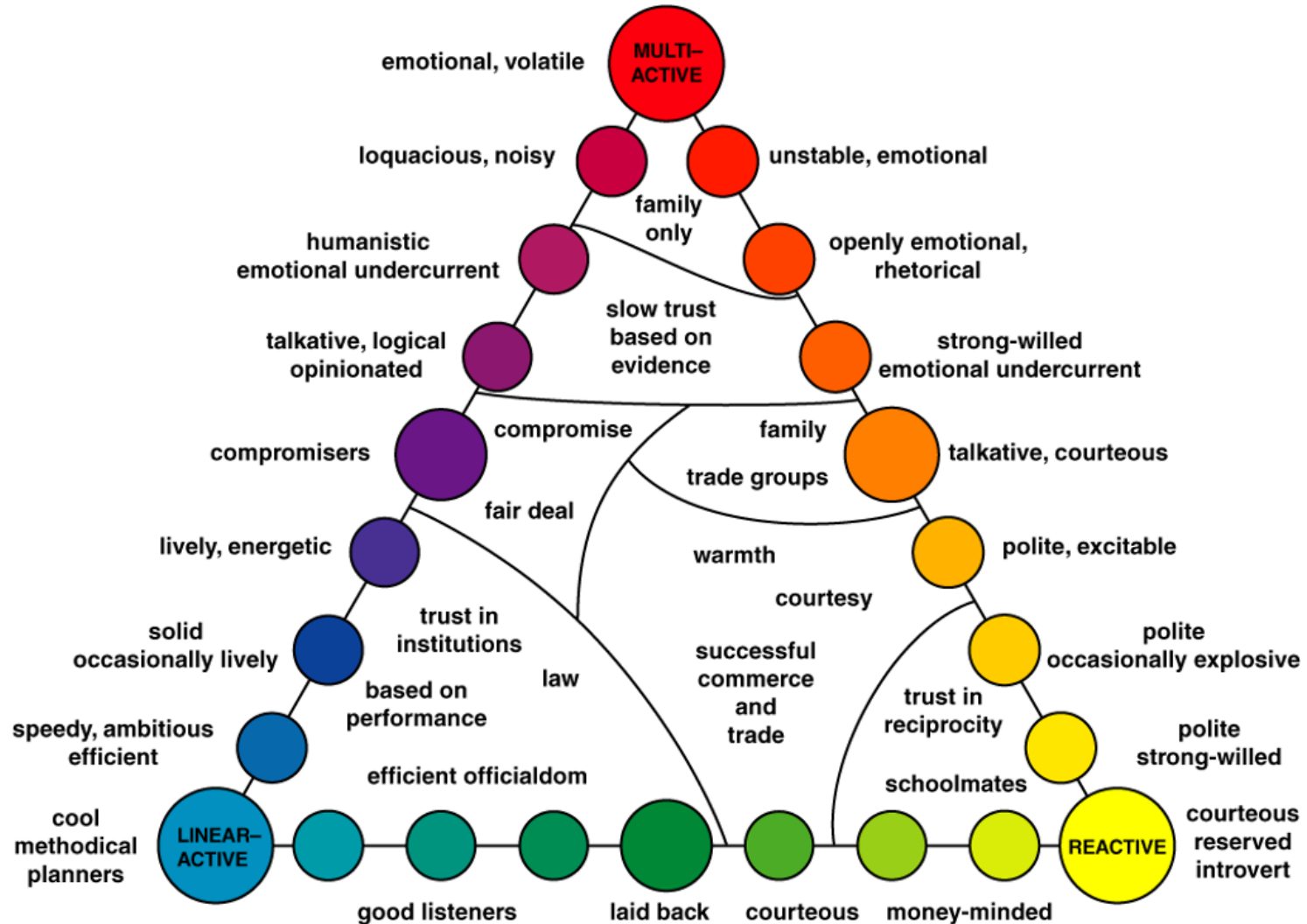
Building trust across cultures



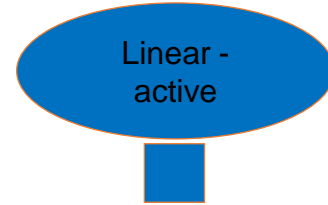
Adam's dilemma:

Read the text and choose what would you do if you were on Adam's place

Building trust across cultures



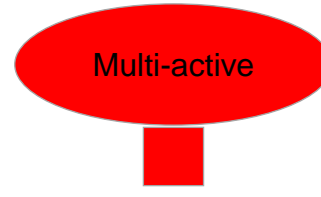
Trust variance



Trust in institutions



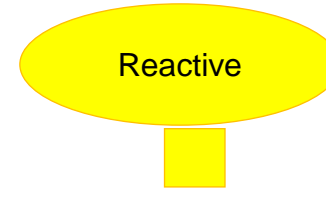
Performance (do what you say you will do)
Consistency
Scientific truth
Efficient officialdom



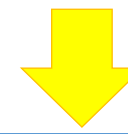
Trust in in-group intimates



Compassion
Closeness
Refusal to capitalise on others' weakness
Showing the other one's weakness



Trust in reciprocity; schoolmates



Protecting the other's face
Courtesy
Sacrifice
Reciprocal attention

Trust based on



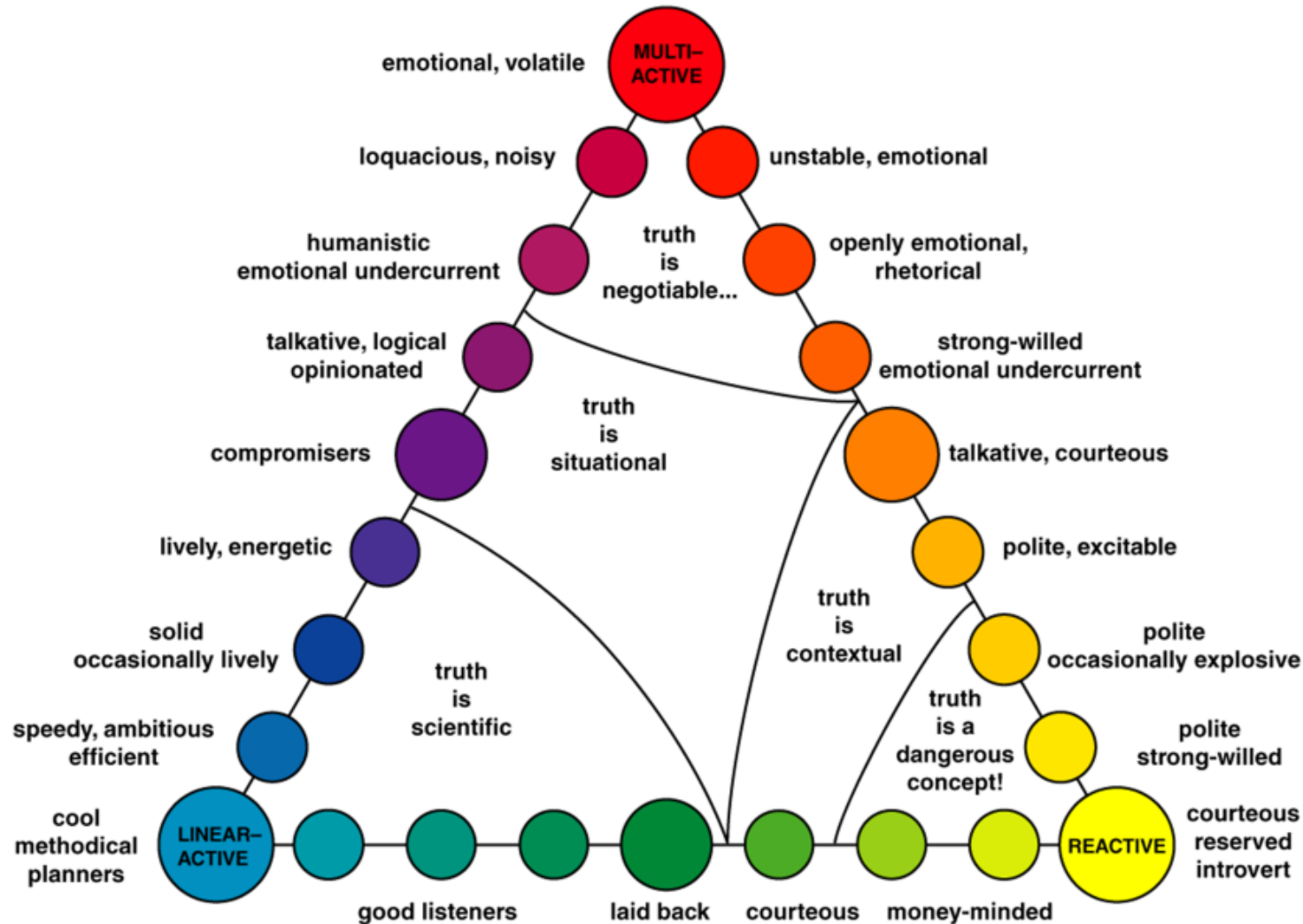
Intercultural Communication

Problems affecting trust

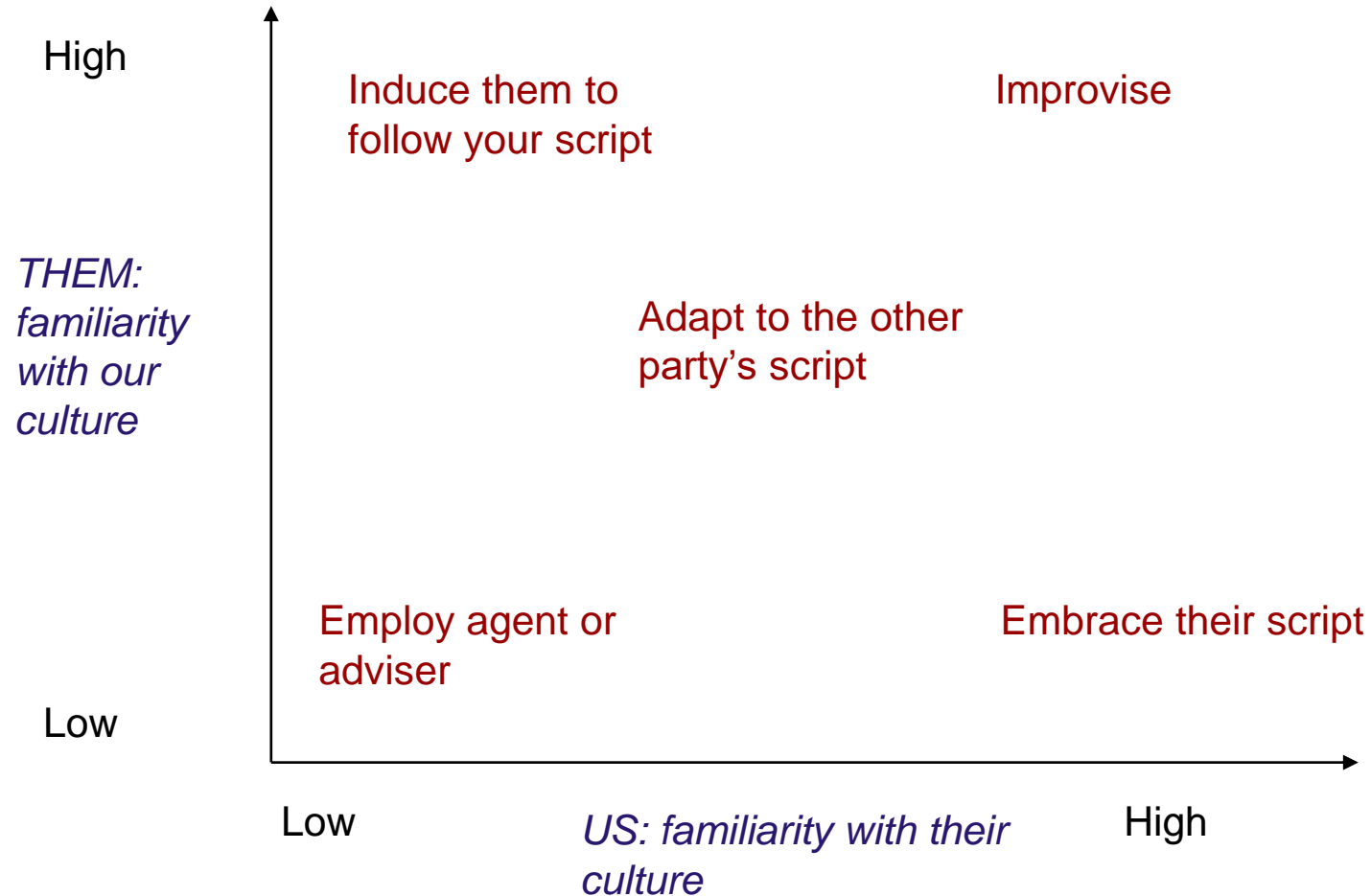
- Coded speech (British)
- Hype, hard sell (U.S)
- Flexible, creative truth (Latin)
- Silence (Japanese, Finnish)
- Smiles (Asian)
- Humour (British, U.S)
- Verbosity (Latin)
- Loudness (Arab)
- Ambiguity (Asian)

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Concept of truth across cultures



Culturally responsive negotiation strategies





**“Everything that
irritates us about
others can lead us
to an understanding
of ourselves.”**

Carl Jung

Negotiation checklist

- What the likely priorities of the other side? (*Profit, long-term relationship, victory, harmony?*)
- Who is the decision maker? (*One person, several, consensus?*)
- How much flexibility can be observed on the other side? (*Give-and-take, moderation, fixed positions?*)
- Which debating style they are likely to adopt? (*Deductive, inductive, freewheeling, aggressive courteous?*)
- How much protocol does the other side expect?
- How sensitive is the other side?

Negotiation checklist cont.

- How does the other side perceive time? (*Time is money, time is linear, time is relative, good things need time?*)
- How big is the cultural difference?
- How much body language and posture can be expected? (*Facial expression, impassivity, gestures, emotion?*)
- How acceptable are their ethics to us? (*Observance of contracts, notion of truth?*)
- What are the mechanisms for breaking deadlocks or smooting difficulties?
- Is there a wider context of negotiation?
- Will there be a language problem? (*Common language, interpreters?*)