Refining Your Toolbox for Teaching Cross-Cultural Communication

Tuesday, January 25, 2011
4:30-5:45 pm by webinar

Facilitator:
Tim Flood, Ph.D
Associate Professor of Management Communication
The University of North Carolina
Kenan-Flagler Business School

Tim_Flood@unc.edu
Upcoming Sessions in the Series:

- Country Briefing: Brazil (March, 2011)
- Creating and Managing Effective Action-based Learning Programs (Summer)
- Infusing Business into the Mandarin Language Classroom (Late Summer)
- Supply Chain Challenges in Emerging Markets (Fall 2011)
- Country Briefing: China (Fall 2011)

More details at www.ciber.unc.edu

Series & Session Introduction

Meeting Lead
Tim Flood, Ph.D., Associate Professor
Management, Corporate & Global Communication
UNC Kenan-Flagler Business School
Tim_Flood@unc.edu

Meeting Moderator
Julia Kruse, Ph.D., Managing Director
UNC Center for International Business Education & Research
UNC Kenan-Flagler Business School
Kenan Institute of Private Enterprise
Julia_Kruse@unc.edu

Chat Moderator
Marybeth Lavrakas, Administrative Manager
UNC Center for International Business Education & Research
UNC Kenan-Flagler Business School
Kenan Institute of Private Enterprise
Marybeth_Lavrakas@unc.edu
 Agenda

- Quick Tips for Using Adobe Connect
- Guidelines for Chat and Q&A
- Moderated Discussion
- Open Question & Answer

Quick Tips for Using Adobe Connect

- Facilitators Control Most Components
- Participants Chat with Marybeth

Most Audio Problems Originate in Users’ Computers – Marybeth Can Connect You to Tech Assistance as Well
Quick Tips for Using Adobe Connect

Participants can express reactions on demand (please still direct questions or problems by chat to Marybeth)

Most Audio Problems Originate in Users’ Computers – Marybeth Can Connect You to Tech Assistance as Well

Set the Debate Context: Perceptions of the US

- Short-term focused
- Gluttonous
- Blandly Commercial
- Certain vocal & physical traits
- California Mystique
- World’s Police Force (+/-)
- Big, Bold, Empty, Impractical (Dubai)
Reconsidering the Iceberg

Observational

• Fashion
• Behaviors
• Language
• Govt Systems
• Media

• Motivations
• Likeability
• Trust Factors
• Sense of Truth
• Belief in Authority
• Value Systems

Introspective

Choices we can tell we make

Choices we often make without realizing

Circumstances we accept without thinking

Articulate Our Own Biases

“We don’t see things as they are.

We see them as we are.”

-Anais Nin
Articulate Our Own Biases

“We don’t see things as they are. We see them as we are.”

-Anais Nin

Culture is an Equation

Place of Birth x Years Spent There + Norms of current macro-culture + (micro-cultures)$^2$ + (significant experiences)$^3$ + (environmental influence) × Your innate outlook and disposition + open-mindedness + adaptability + awareness = How you see the world around you

Your current context = Culture = A Complex Reality That We Enact Effortlessly Most of the Time
Keys to Conveying Cross-Cultural Awareness

- Insight
- Experience
- Self-Awareness
- Application
- Language
- Theory & Terminology

Cross-Cultural Understanding

All these in the time we have? Storytelling!

Storytelling: Jokes?

A teacher at an international school asks her class for opinions on food scarcity in other countries.

- The **European** student asks, "What's scarcity?"
- The **African** student asks, "What's food?"
- The **Asian** student says, "What's 'my own opinion'?"

Finally

- The **American** asks, "What are other countries?"

Many jokes fall short: through conveying offense
**Storytelling: Jokes?**

A European's Definition of Heaven:
- The police are **British**
- The cooks are **French**
- The engineers are **German**
- The lovers are **Italian**
And everything’s organized by the **Swiss**.

**Many jokes fall short: through addressing superficiality only**

---

A European’s Definition of Hell:
- The police are **German**
- The cooks are **British**
- The mechanics are **French**
- The lovers are **Swiss**
And everything’s organized by the **Italians**.

**Many jokes fall short: through addressing superficiality only**
A teacher at an international school asks her class for opinions on food scarcity in other countries.

- The European student asks, "What's scarcity?"
- The African student asks, "What's food?"
- The Asian student says, "What's 'my own opinion'?"

Finally
- The American asks, "What are other countries?"

A European's Definition of Heaven:
- The police are British
- The cooks are French
- The engineers are German
- The lovers are Italian
And everything's organized by the Swiss.

A European's Definition of Hell:
- The police are German
- The cooks are British
- The mechanics are French
- The lovers are Swiss
And everything's organized by the Italians.

But both of these jokes do carry underlying accuracies

Storytelling: Jokes?

Storytelling: Parables?

http://www.youtube.com/watch?v=BAPxTr8fhU&feature=fvst
Storytelling: Best Practices?

http://www.youtube.com/watch?v=amtqhKk0hLo

Applications of Key Considerations

Now consider that by “Yes,” I mean:

- I am embarrassed to admit I don’t understand
- I respect you too much to imply you’ve given me a poor explanation
- I’ll do all I can to implement, later, what you’re saying
- It would be nice if what you are saying were true
- I also wish that what you are saying could be true at some other time, in some other circumstance.

- Yes. No. Maybe. Any or all of the above.
Applications of Key Considerations

[YouTube video link]

Prepare to Adjust Your Volume for Clips

Storytelling: Politics and Media

[YouTube video link]
Storytelling: Politics and Media

“What an embarrassment!”

“What a devoted statesman!”

Typical Media Reaction in Each Country

http://www.youtube.com/watch?v=XsOnDatqENo

Also note the coining of the Japanese slang for “to vomit”: Bushu-suru
(“to do a Bush thing”)

Storytelling: Icons?

- Affordable
- Practical
- Durable

Conform for the Long-Haul

- Expensive
- Innovative
- Frequently Needs Repair

Innovate in the ‘Now’

- Enormous
- Gas-Guzzling
- Highly-Stylized

Embrace ‘Bigger is Better’

The underlying national priorities offer political and cultural insights
**Storytelling: Unintended Morality Tales?**

- **Michael Jordan,** world famous
- **George W Bush,** dodging a shoe thrown in protest
- **A business person,** sitting in a potentially offensive way

Innocuous behaviors in some cultures = profound insults in other cultures

**Storytelling: Behaviors?**

- **Handshake:**
  - I hold no weapons, nor do you
  - Cultures: war-torn, capitalist

- **Cheek Kiss:**
  - We should touch but not risk germs
  - Cultures: socialist, plague-stricken

- **Bow:**
  - I respect or defer to you and present my weakness
  - Cultures: hierarchical, sword-yielding

No cultures promote routinely stupid, ineffective or dangerous behaviors. All seemingly ‘odd’ mannerisms have reasoning—if you find the backstory.
Storytelling: Reactivity?

**Context:** SARS Outbreak in Spring/Summer 2003 (Hardest hit: Toronto and Hong Kong)

**Hong Kong:** Individuals wore masks to reduce risk of infecting others

**Toronto:** Individuals wore masks to reduce risk of becoming infected

No cultures promote routinely stupid, ineffective or dangerous behaviors. All seemingly ‘odd’ mannerisms have reasoning—if you look.

---

Frameworks

**Eastern Cultures Tend To:**
- Draw the head first
- Prioritize the essence
- Emphasize nuance
- Consider the finished product

**Western Cultures Tend To:**
- Draw the feet first
- Prioritize functionality
- Attend to original details
- Focus on the foundation first

**Balance -- Harmony**

**Measure -- Certainty**

This example seems so inherent as to supersede nationality
## Frameworks: Collectivist vs. Individualist

<table>
<thead>
<tr>
<th>Collective / Collectivist Cultures</th>
<th>Individual / Individualist Cultures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tightly-knit societies where individuals look after each other &amp; the common good, in exchange for loyalty and relative conformity.</strong></td>
<td><strong>Loosely-knit societies where individuals take care of themselves and their circles of immediate family and friends.</strong></td>
</tr>
<tr>
<td>Eastern (&quot;Communist&quot; as companion term?)</td>
<td>Western (&quot;Capitalist&quot; as companion term?)</td>
</tr>
<tr>
<td>Emphasis on Place within a Society (‘Saving Face’)</td>
<td>Emphasis on Self (‘Getting Face Time’)</td>
</tr>
<tr>
<td>Attention to Following Leaders, Staying within Established Hierarchy, Castes</td>
<td>Attention to Independence, Providing for Social Mobility, Individual Initiative</td>
</tr>
<tr>
<td>Belief in Truth from Consensus (Relative)</td>
<td>Belief in Truth from Institutions (Absolute)</td>
</tr>
<tr>
<td>Longer Histories</td>
<td>Relatively Shorter Histories</td>
</tr>
<tr>
<td>Traditional, Attention to What Came Before</td>
<td>Iconoclastic, Attentive to What Looms Ahead</td>
</tr>
<tr>
<td>Cyclical, Circular Sense of Time</td>
<td>Linear Sense of Time</td>
</tr>
<tr>
<td>Long-Term Planning</td>
<td>Short-Term Planning</td>
</tr>
<tr>
<td>Delayed Gratification</td>
<td>Immediate Gratification</td>
</tr>
<tr>
<td>Focus on Harmony, Emphasis on Self-Denial</td>
<td>Focus on Achievement, Emphasis on Self-Reliance</td>
</tr>
<tr>
<td>Interdependence, Hierarchy, Cooperativeness, Commonality</td>
<td>Autonomy, Equality, Competitiveness, Intellectual Property</td>
</tr>
<tr>
<td>Slow to innovate but quick to embrace change once realized</td>
<td>Quick to innovate but often without sense of consequence</td>
</tr>
<tr>
<td>Connection to nature, environment, ancestors, holistic medicine</td>
<td>Connection to technology, productivity, reactive (‘modern’) medicine</td>
</tr>
<tr>
<td>Confucius: Doctrine, Dialectic, Relations/Relativism (“It depends”)</td>
<td>Aristotle: Eloquence, Logic, Forms and Classifications (“It is”)</td>
</tr>
<tr>
<td>Pursuit of deep, meaningful relationships</td>
<td>Pursuit of sensible, effective bottom-lines</td>
</tr>
</tbody>
</table>
Storytelling: Are We So Different?

http://www.youtube.com/watch?v=FjJ3g_wv8H0

Prepare to Adjust
Your Volume for Clips
Storytelling: Are We So Different?

http://www.youtube.com/watch?v=CVQorfIX84w

Prepare to Adjust
Your Volume for Clips

Terminology & Key Concepts: Tim’s Favorite

www.cultureactive.com / www.crossculture.com

Want more info or to arrange a session? Email Tim or Julia.

CultureActive (a joint effort between Richard Lewis Communications and a CIBER consortium led by the Duke CIBER)

• Streamlined methodologies
• Individual, reflective assessments
• Overarching frameworks
• Databases of national profiles
• Characterizations that transcend national identity

I especially like the Lewis Model’s emphasis on individual choice and style
## Terminology and Key Concepts: 4 Pillars

### The Edward Hall Matrix of Culture

<table>
<thead>
<tr>
<th>Worldview 1</th>
<th>Worldview 2</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Context</td>
<td>Low Context</td>
<td>Direction vs. Initiative</td>
</tr>
<tr>
<td>Monochronic</td>
<td>Polychronic</td>
<td>Time and task management</td>
</tr>
<tr>
<td>Close Phase</td>
<td>Far Phase</td>
<td>Comfort Level Interacting w/ Others</td>
</tr>
</tbody>
</table>

### The Fons Trompenaars Matrix of Culture

<table>
<thead>
<tr>
<th>Worldview 1</th>
<th>Worldview 2</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universal</td>
<td>Particular</td>
<td>Relationships vs. Rules</td>
</tr>
<tr>
<td>Individual</td>
<td>Collective</td>
<td>My Success vs. Common Good</td>
</tr>
<tr>
<td>Neutral</td>
<td>Emotional</td>
<td>Level of Emotional Display</td>
</tr>
<tr>
<td>Specific</td>
<td>Diffuse</td>
<td>Decision from Fact vs. Friends</td>
</tr>
<tr>
<td>Achieved</td>
<td>Ascribed</td>
<td>How We Assign Respect</td>
</tr>
<tr>
<td>Sequential</td>
<td>Synchronic</td>
<td>Ununitasking vs. Multitasking</td>
</tr>
<tr>
<td>Internal</td>
<td>External</td>
<td>Destiny vs. Determinism</td>
</tr>
</tbody>
</table>

### The Geert Hofstede Matrix of Culture

<table>
<thead>
<tr>
<th>Worldview 1</th>
<th>Worldview 2</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism</td>
<td>Collectivism</td>
<td>Self or Other</td>
</tr>
<tr>
<td>Low Power-Distance</td>
<td>High Power-Distance</td>
<td>Hierarchy, Social Mobility</td>
</tr>
<tr>
<td>Low Uncertainty Avoidance</td>
<td>High Uncertainty Avoidance</td>
<td>Willingness to Take Risk</td>
</tr>
<tr>
<td>Masculinity</td>
<td>Femininity</td>
<td>Achievement or Relationship</td>
</tr>
<tr>
<td>Short-Term Orientation</td>
<td>Long-Term Orientation</td>
<td>Success Now or Success Later</td>
</tr>
</tbody>
</table>

### The Richard Lewis Matrix of Culture

<table>
<thead>
<tr>
<th>Worldview 1</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linear-Active</td>
<td>Logical</td>
</tr>
<tr>
<td>Reactive</td>
<td>Situational</td>
</tr>
<tr>
<td>Multi-Active</td>
<td>Spontaneous</td>
</tr>
</tbody>
</table>

Note: the excellent Lewis model does not lend itself to dichotomies and operates instead around webs of characteristics. See details at www.crosscultural.com
Greetings Game:

Round 1: 3 minutes with noses no more than 3 fingers apart

+Rounds: various global greetings (some comfortable, some not)

Hello and All The Rest

http://www.youtube.com/watch?v=k4alf8Gb4FM

Prepare to Adjust Your Volume for Clips
Hello and All The Rest

No cultures promote routinely stupid, ineffective or dangerous behaviors. All seemingly ‘odd’ mannerisms have reasoning—if you find the backstory.

Upcoming Sessions in the Series:

- Country Briefing: Brazil (March, 2011)
- Creating and Managing Effective Action-based Learning Programs (Summer 2011)
- Infusing Business into the Mandarin Language Classroom (Late Summer 2011)
- Supply Chain Challenges in Emerging Markets (Fall 2011)
- Country Briefing: China (Fall 2011)

‘See’ You Next Time!

Watch for announcements with details on these upcoming sessions and other exciting CIBER events

-- More details at www.ciber.unc.edu --