Welcome to the intercultural workshop

What is culture?
Intercultural barriers
Descriptions of cultures
German cultural standard
What is culture?

- country
- people
- Use of time
- Core culture
- Core values
- Way of managing tasks
- Political system
- Economical system
- Social structures, dynamic
- Work, business, money system
- Communication rules
Intercultural sensibility

To be aware the influence of culture on human behavior

• Own-Culture-Awareness
• Other-Culture-Awareness
• Intercultural Awareness
Cultural iceberg

**Explicite culture:**
what we see and how we feel this

**Implicite culture:**
not possible to see
The iceberg in detail

- behaviour
- Cooking/eating
- language
clothing
- Literature/Theatre/music

Communication styles  Beliefs

Assumptions  Physical contact

How to solve problems  Relationship to leaders/in groups

Friendship  Education values

Much more...
Intercultural barriers and action ability

- Stereotypes
- Ethnocentric arrogance
- Filters for awareness

[Diagram showing the relationship between understanding, action ability, and respect, with two main quadrants: Understanding possible on principle and Understanding not possible on principle. The quadrants are further divided into action possibility and action ability, with specific conditions for each quadrant.]
Description models for cultures

• Cultural dimensions (Hofstede)  
  5 dimensions

• Cultural standards (A. Thomas)  
  verbal descriptions

• Cultural orientation system (K. Flechsig)  
  6 system parameters

• Culture types (R.D. Lewis)  
  3 types

• Globe study (R.J. House)  
  9 dimensions

Global Leadership Organizational Behaviour Effectiveness Research Program
Cultural types (R.D.Lewis)

- Multi-active
  - France
  - Russia/Slav
  - Spain
- Dialog-orientated
  - Latin Americans
  - USA
- Linear active
  - Data orientated
    - Germany
  - GB
  - Finland
- Reactive
  - China
  - Japan
  - USA

listeners
Different expectations in cultures regarding presentations

<table>
<thead>
<tr>
<th></th>
<th>Germany</th>
<th>Mediterranean countries</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solidity of product/co.</td>
<td>Personal touch</td>
<td>Respect for own co.</td>
<td></td>
</tr>
<tr>
<td>Technical info</td>
<td>Rhetoric</td>
<td>Quiet presentation</td>
<td></td>
</tr>
<tr>
<td>Lots of print</td>
<td>Liveliness</td>
<td>Well-dressed presenter</td>
<td></td>
</tr>
<tr>
<td>Quality/delivery date</td>
<td>loudness</td>
<td>Harmony</td>
<td></td>
</tr>
<tr>
<td>Good price of product</td>
<td>Extra talk afterwards</td>
<td>Good price of product</td>
<td></td>
</tr>
<tr>
<td>No jokes</td>
<td>May interrupt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attention span: 1h +</td>
<td>short</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Time for small talk in the opening phase of a meeting:

- 5 min
- 30 min
- 17 min
The German cultural standard (R. Thomas)

Verbal description of relevant points of culture

For Germany:
• Factual orientation
• Importance of structures and rules
• Time planning
• Sense of duty
• Separation of privacy and professional matters
• Low context in communication (direct and explicit)

• Historical background of the cultural standard
GLOBE Study

• of the biggest studies worldwide in global research program (since 1993, 3 phases)

• Evaluated 62 countries, asked 17370 managers from 951 companies (food, financial, Telecommunication)

• 170 scientists work in a multicultural team

• Target: to find dates about connection between
  – Community culture
  – Company culture
  – Management style
Distinction of European cultures
(Based at GLOBE study)

Country cluster:

Nordic
(Denmark, Finland, Sweden)

Germanic
(Germany East/West, Austria, German speaking Switzerland, Netherlands)

Eastern Europe
(Russia, Albania, Georgia, Greece, Hungary, Kazakhstan, Poland, Slovenia)

Latin-Europe
(France, Italy, Portugal, French speaking Switzerland)
GLOBE Studie – cultural dimensions

- Power distance
- In-group / institutional collectivism
- Gender equalization
- Uncertainty avoidance
- Future orientation
- Performance orientation
- Assertiveness
- Human orientation
3 cultural dimensions as intercultural conflict potential in Europe

Performance Orientation

Analysis of all 9 cultural dimensions to find cultural dimensions with the most probably conflict potential for business communication

Uncertainty Avoidance

in group Collectivism
GLOBE Study cultural dimensions and their influence on business and work

- Uncertainty Avoidance
  - Product launch
  - Decision making

- Assertiveness
  - Meetings
  - Presentations

- Performance Orientation
  - Project management, time using

- Individualism
  - Communication style
  - Negotiations

- Collectivism
  - Hierarchy / organisation
  - Management

- Future orientation

- Gender Equalization
  - Human resource policy
  - Relations between employees

- Power distance
  - Company communication and laws