Welcome to the intercultural workshop

What is culture?

Intercultural barriers

Descriptions of cultures

German cultural standard

What is culture?

country

people

Use of time

Cornel culture

core values

Way of managing tasks

Communication rules

Work, business, money system

Social structures, dynamic

Economical system

Political system

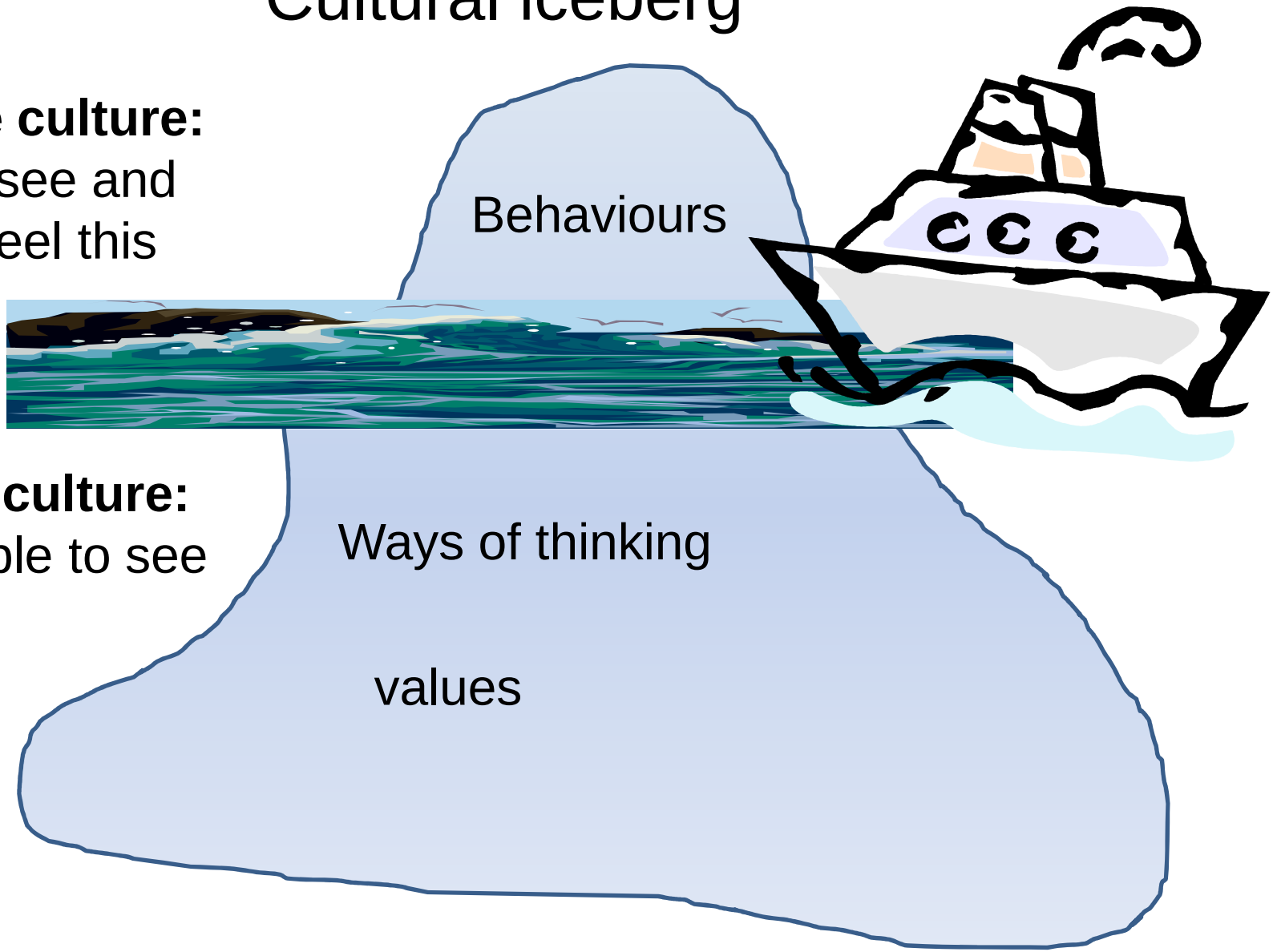
Intercultural sensibility

To be aware the influence of culture on human behavior

- Own-Culture-Awareness
- Other-Culture-Awareness
- Intercultural Awareness

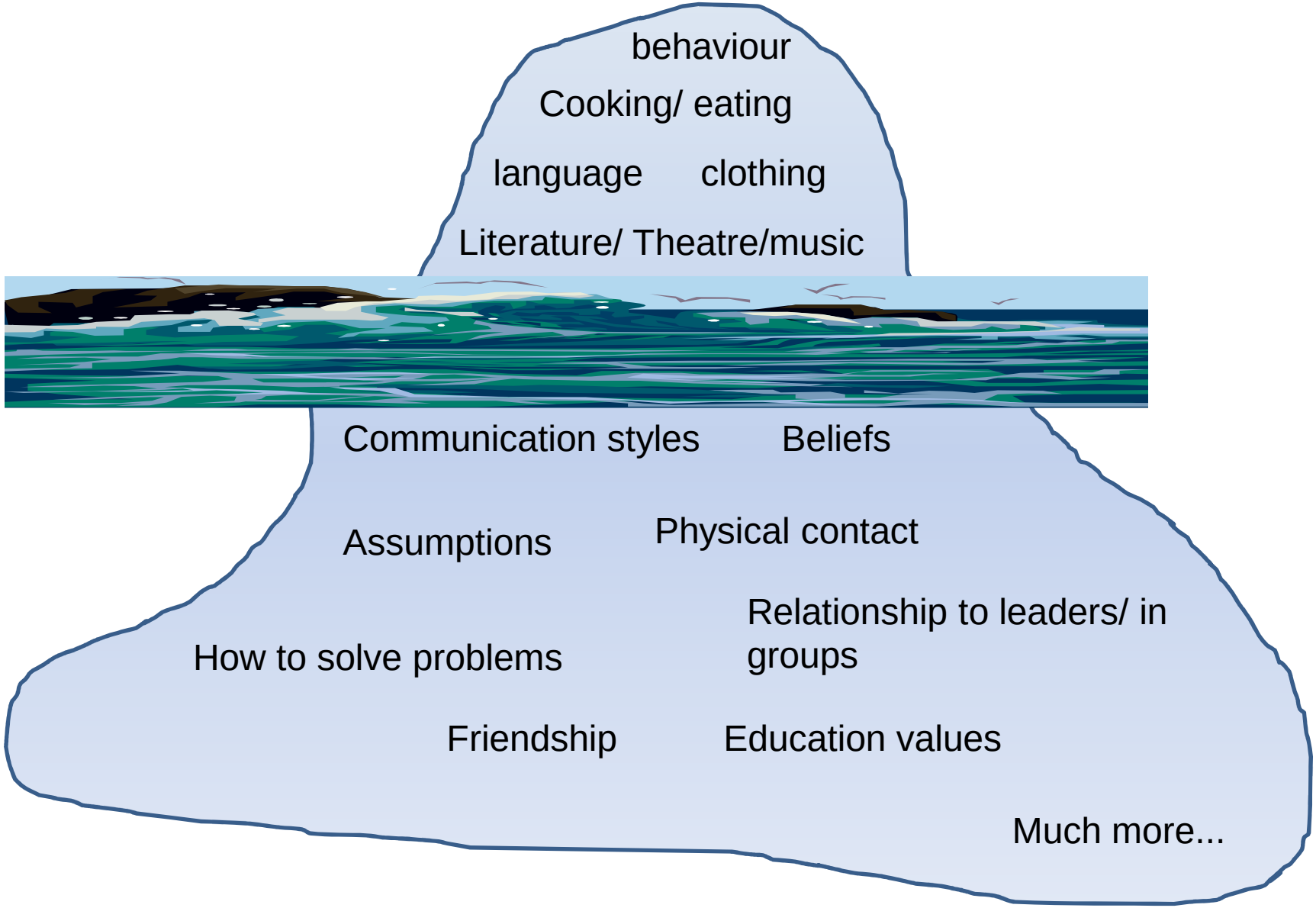
Cultural iceberg

Explicite culture:
what we see and
how we feel this



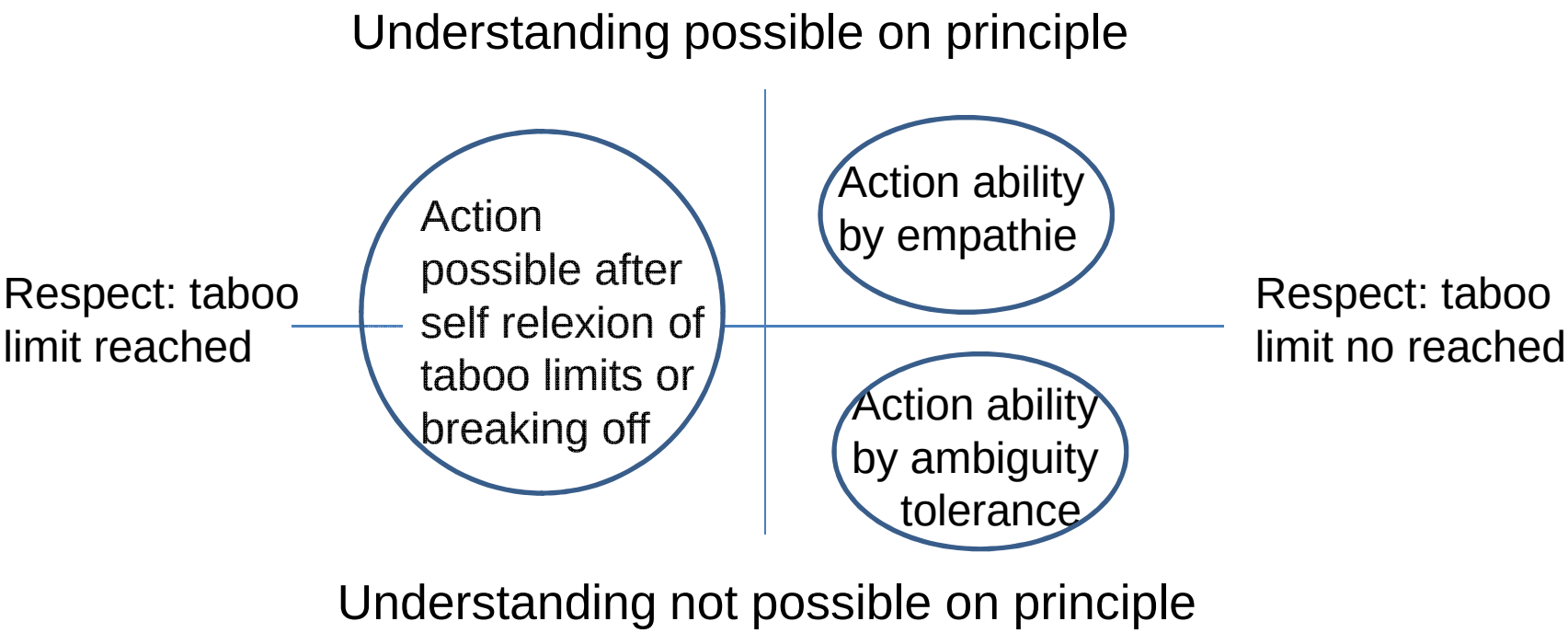
Implicite culture:
not possible to see

The iceberg in detail



Intercultural barriers and action ability

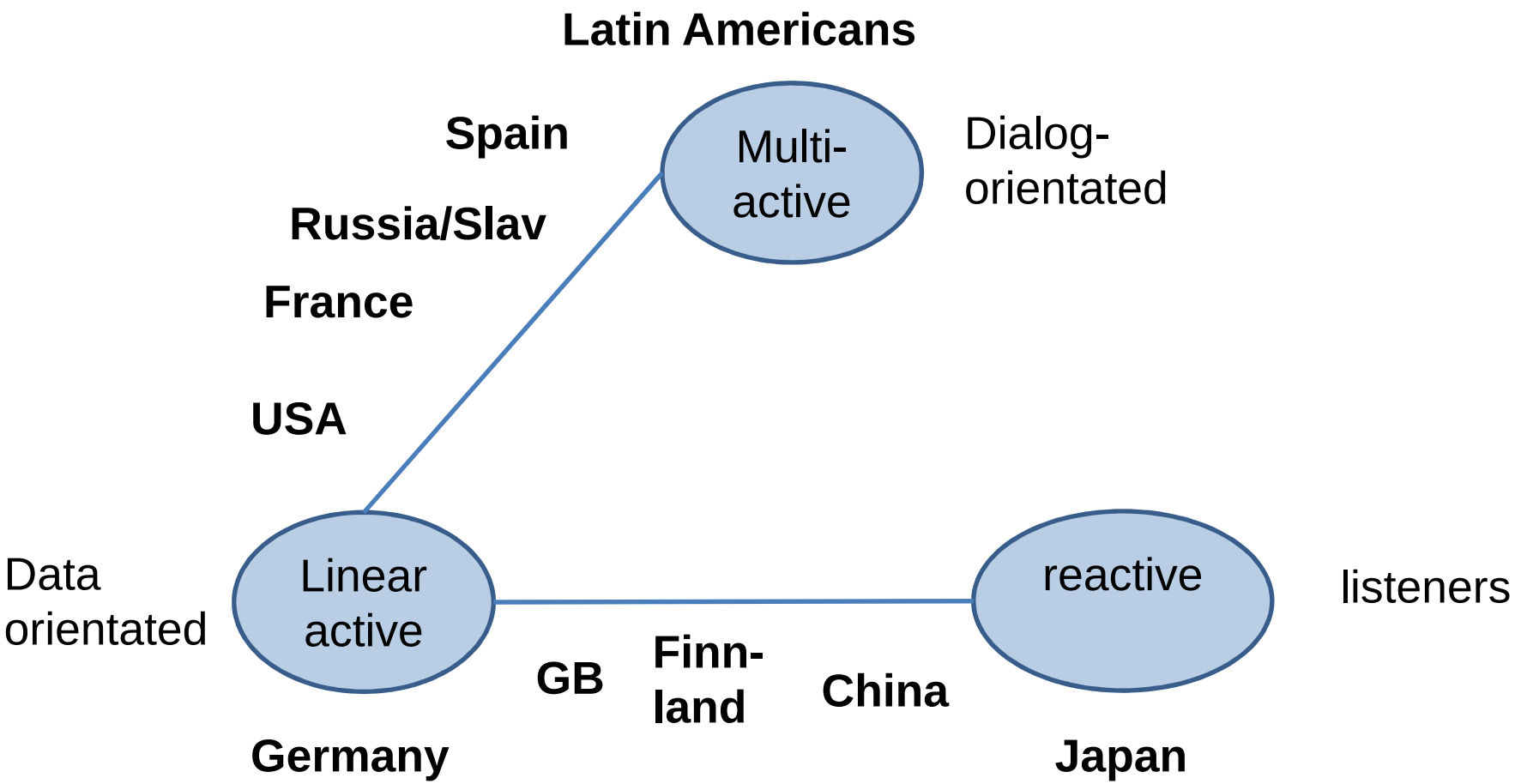
- Stereotypes
- Ethnocentric arrogance
- Filters for awareness



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 **L**eadership **O**rganizational **B**ehaviour **E**ffectiveness Research Program

Cultural types (R.D.Lewis)



Different expectations in cultures regarding presentations

Germany	Mediteranean countries	Japan
Solidity of product/co.	Personal touch	Respect for own co.
Technical info	Rhetoric	Quiet presentation
Lots of print	Liveliness	Well-dressed presenter
Quality/ delivery date	loudness	Harmony
Good price of product	Extra talk afterwards	Good price of product
No jokes	May interrupt	Diagrams
Attention span:1h +	short	1 hour

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:

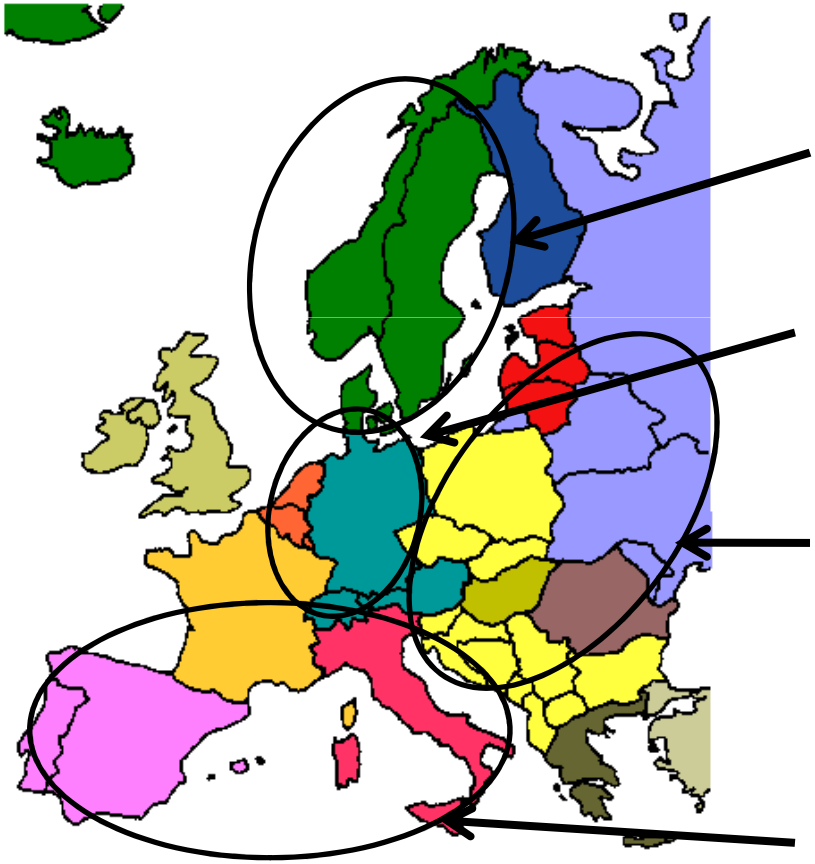
- Factual orientation
- Importance of structures and rules
- Time planning
- Sense of duty
- Separation of privacy and professional matters
- Low context in communication (direct and explicit)

- 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)

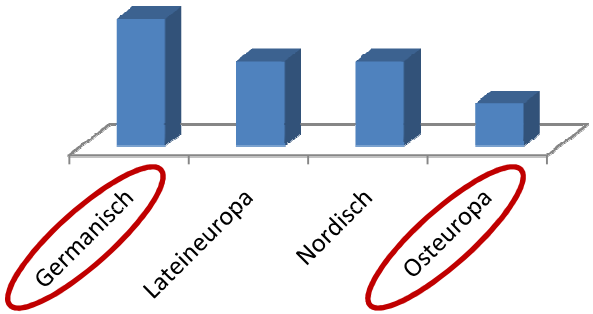
Latin-Europe
(France, Italy, Portugal,
French speaking Switzerland)

GLOBE Studie – cultural dimensions

- Power distance
- In-group / institutional collectivism
- Gender equalization
- Uncertainty avoidance
- Future orientation
- Performance orientation
- Assertiveness
- Human orientation

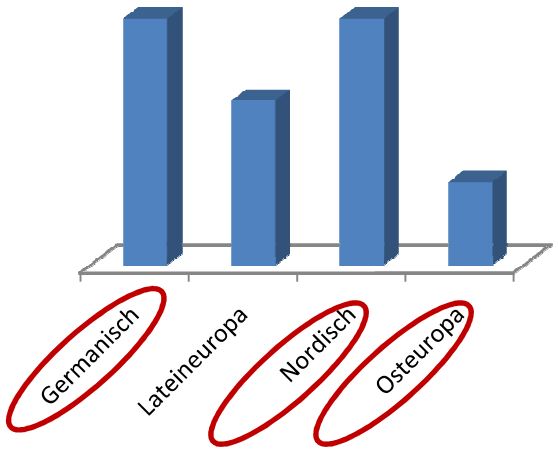
3 cultural dimensions as intercultural conflict potential in Europe

Performance Orientation

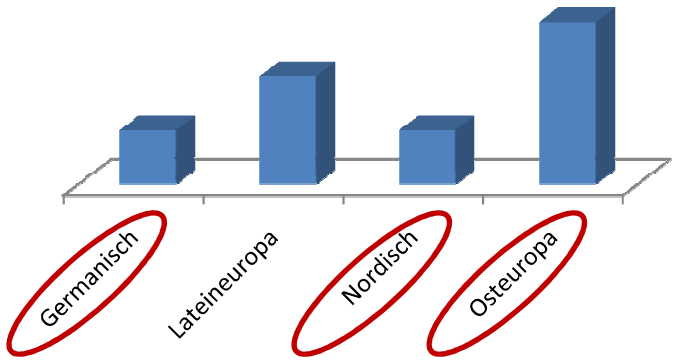
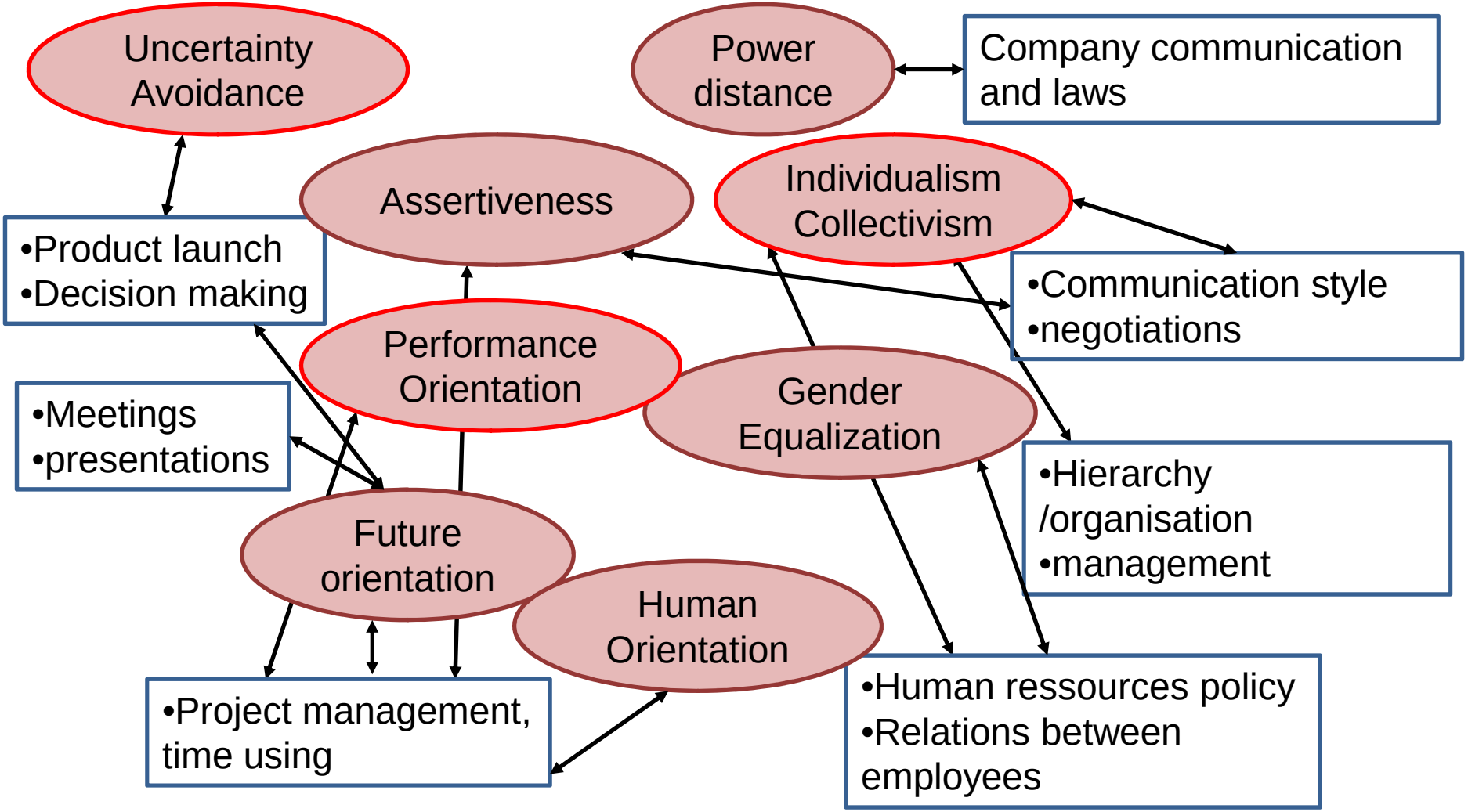


Analysis of all 9 cultural dimensions to find cultural dimensions with the most probably conflict potential for business communication

Uncertainty Avoidance



in group Collectivism



GLOBE Study cultural dimensions and their influence on business and work