



INTERCULTURAL COMMUNICATION: AN OVERVIEW

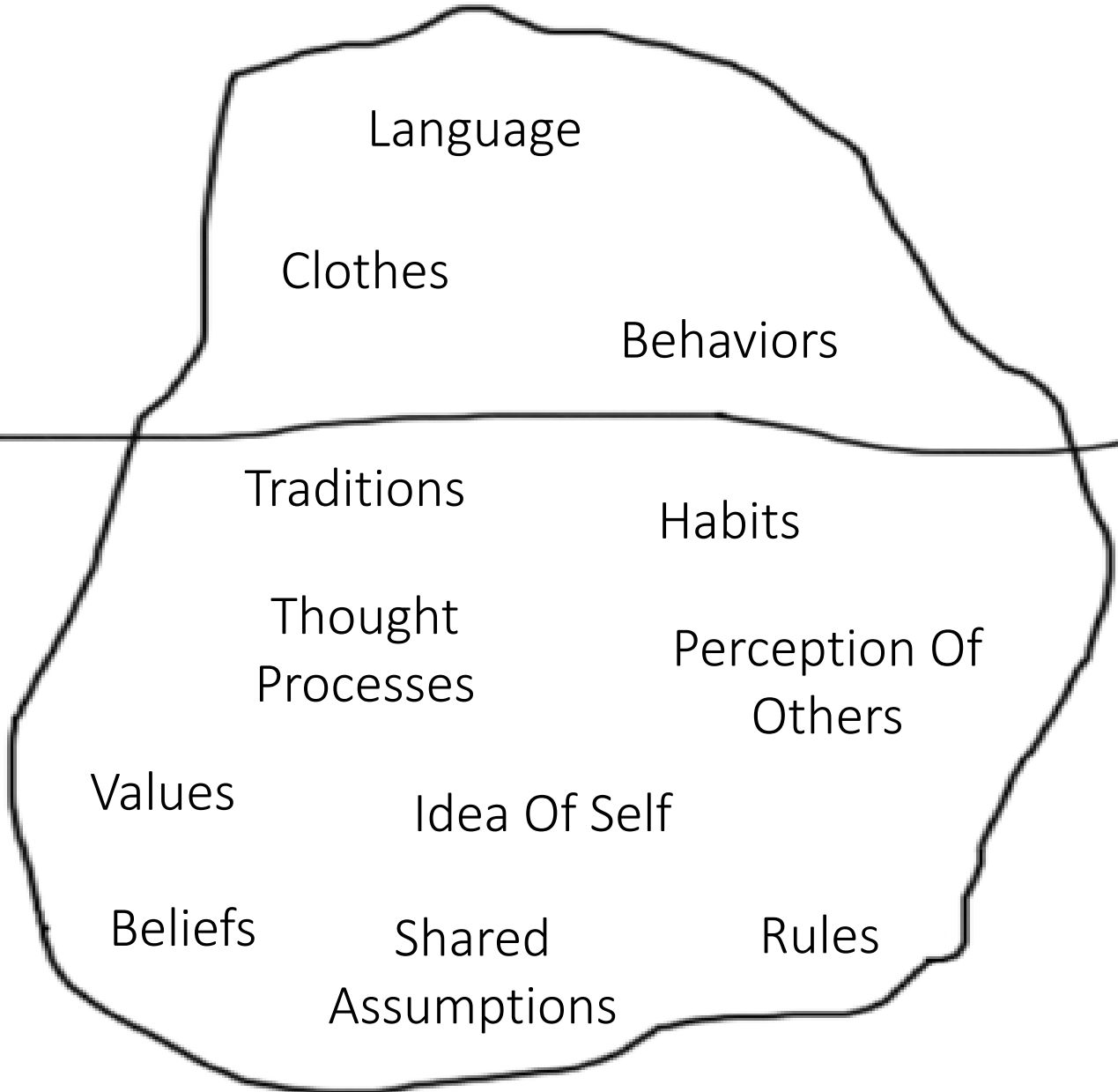
Amanda Behning
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WITOS Berlin

FACTORS IN SUCCESSFUL CROSS-CULTURAL COMMUNICATION

How are behavior and expectations affected by cultural background?

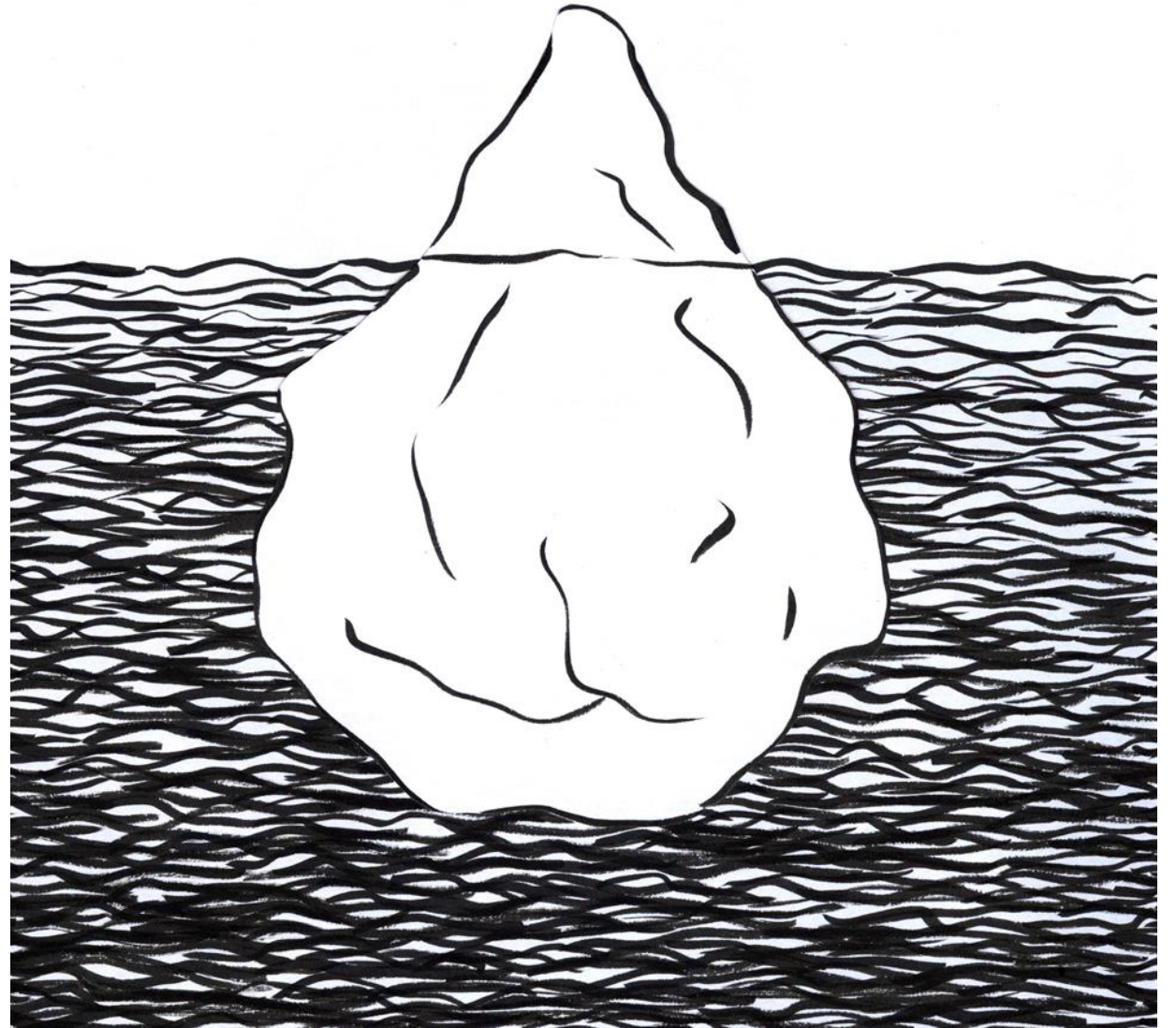
What factors associated with (cross-cultural) transitions make adaptation to cultural differences difficult?

WHAT WE
CAN SEE

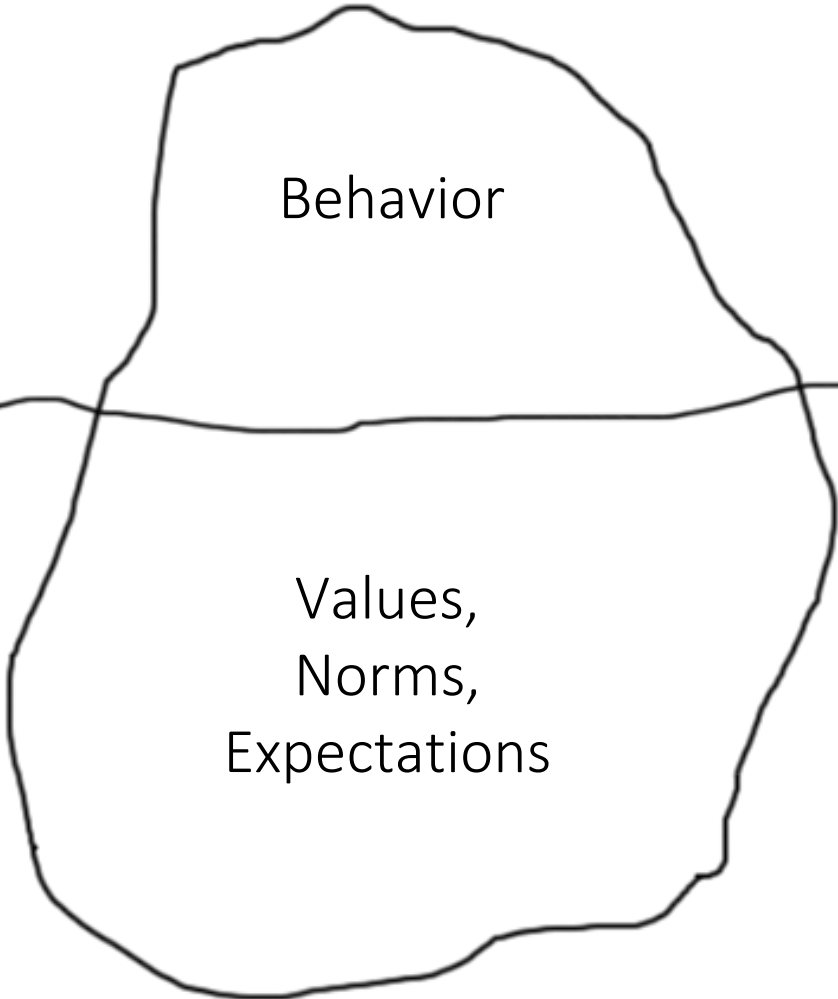


WHAT WE
CAN'T SEE

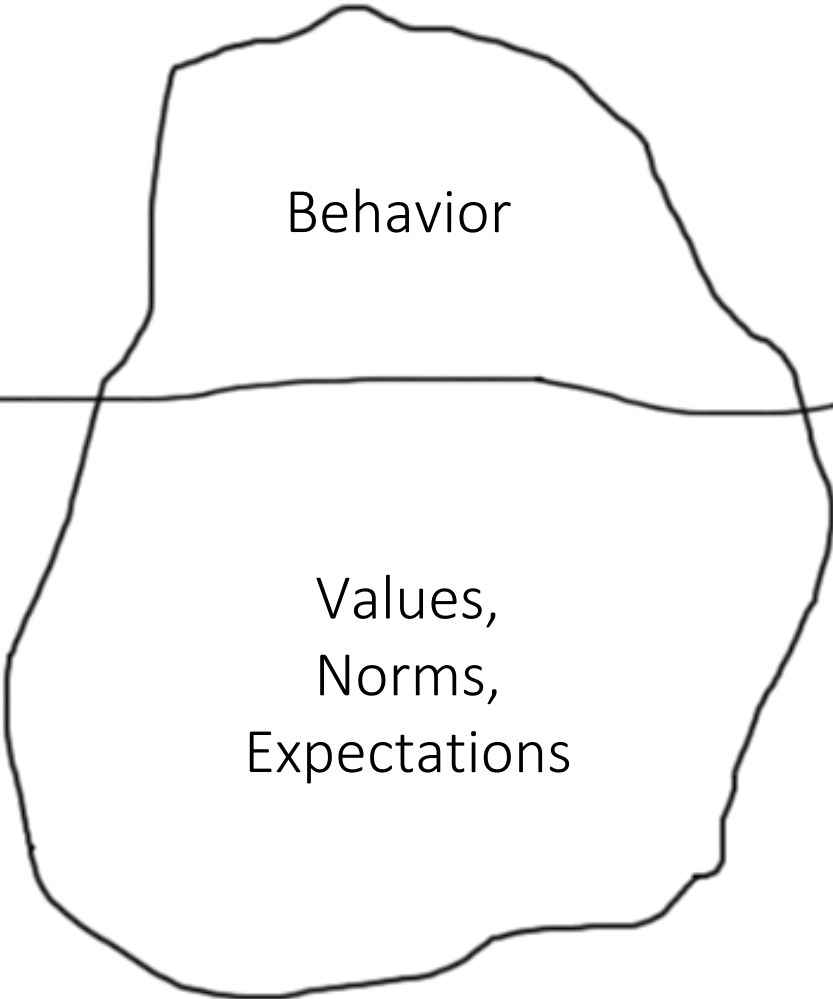
THE ICEBERG:
A MODEL FOR
(INTERCULTURAL)
COMMUNICATION



CULTURE A

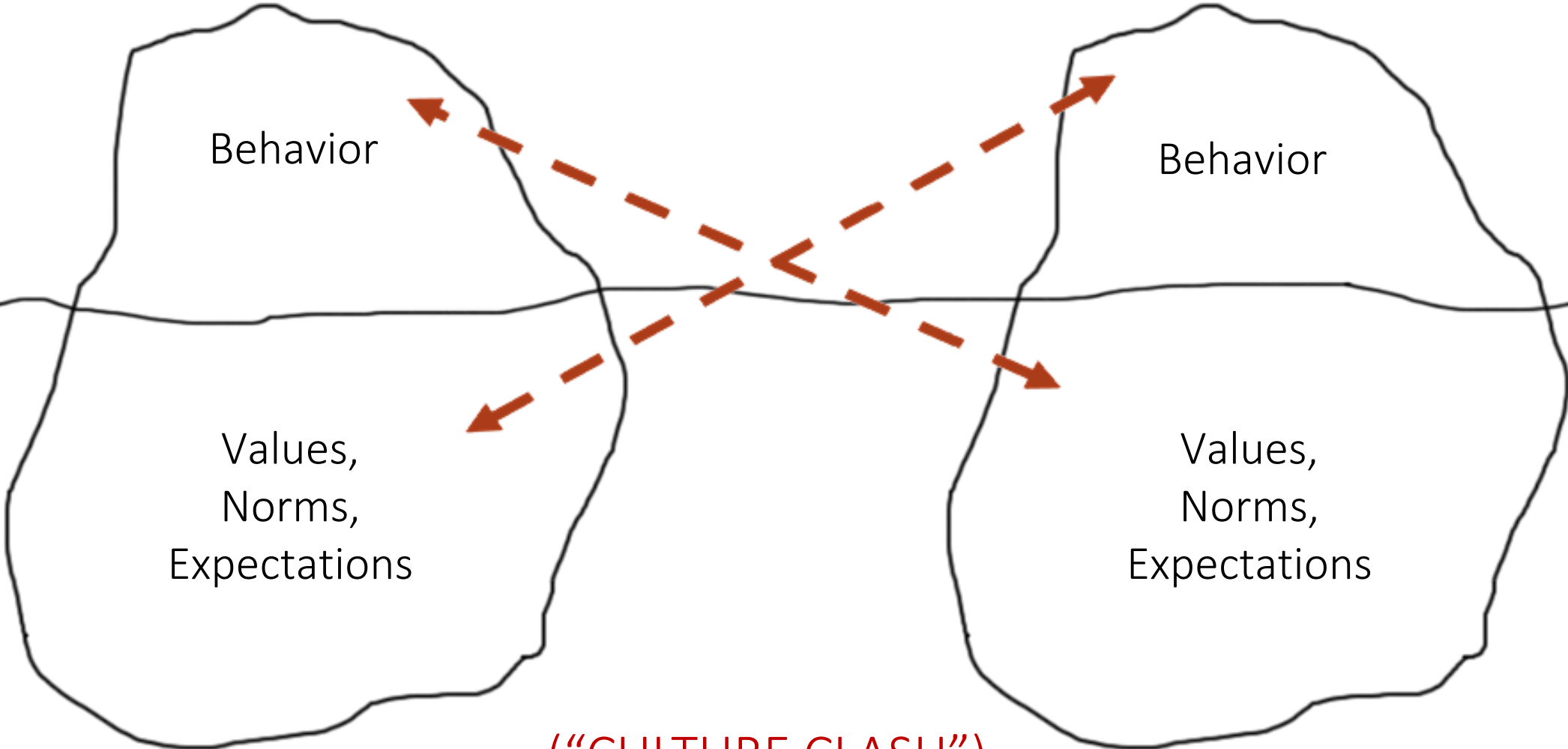


CULTURE B



CULTURE A

CULTURE B



(“CULTURE CLASH”)

WHAT IS CULTURE?

“Culture, or civilization, taken in its broad, ethnographic sense, is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society.”

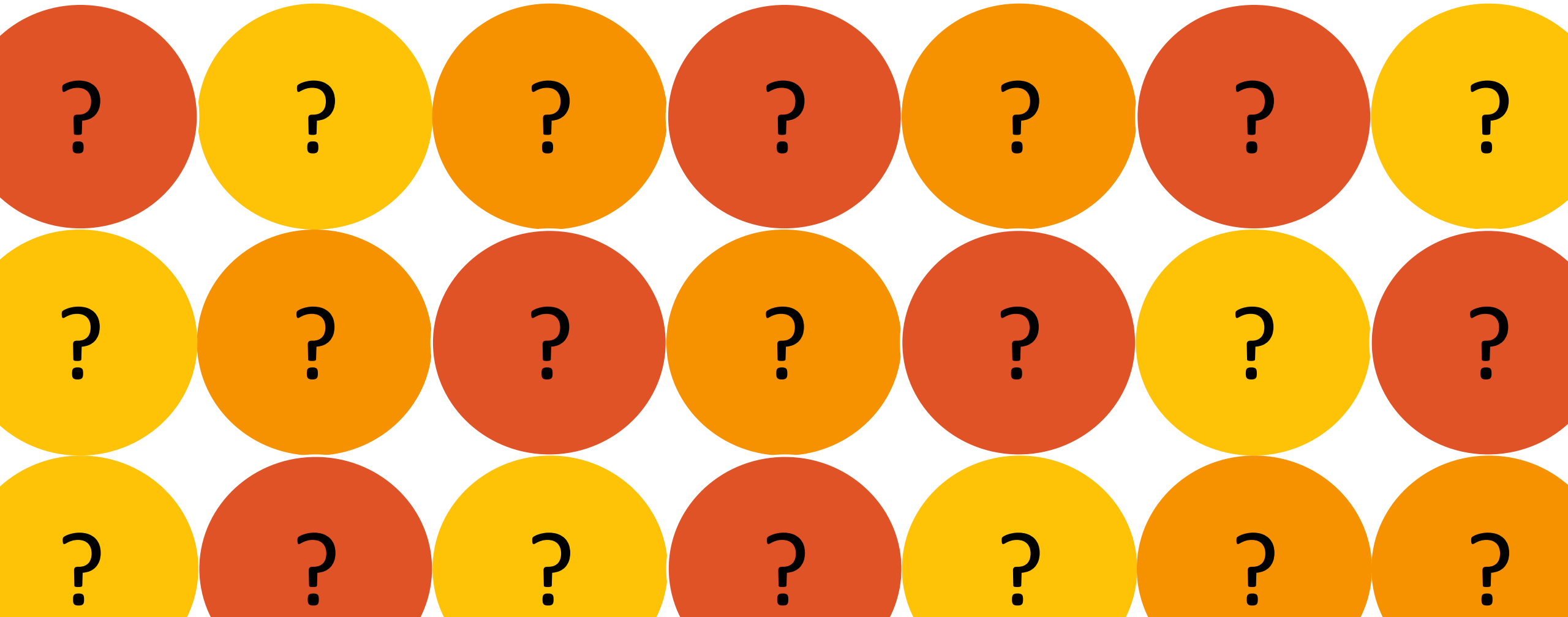
Edward Burnett Tylor

WHAT IS CULTURE?

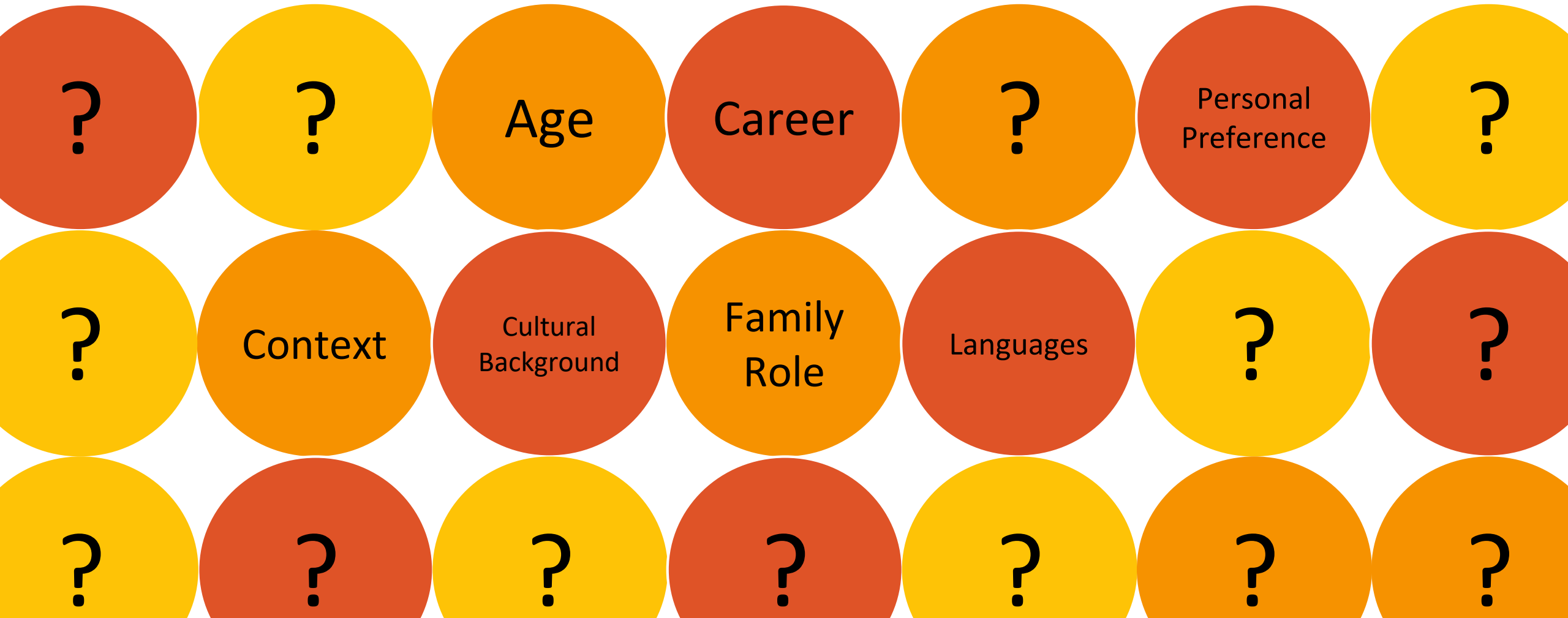
“The collective programming of the mind that distinguishes the members of one group or category of people from others.”

Geert Hofstede

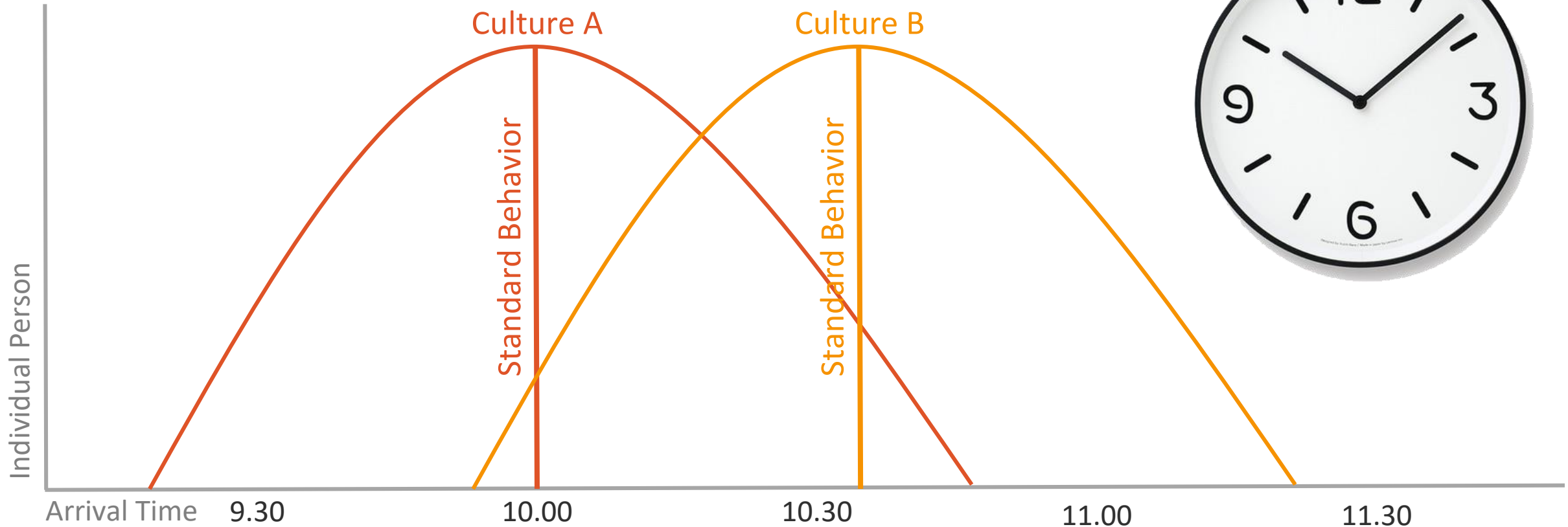
WHAT INFLUENCES OUR BEHAVIOR?



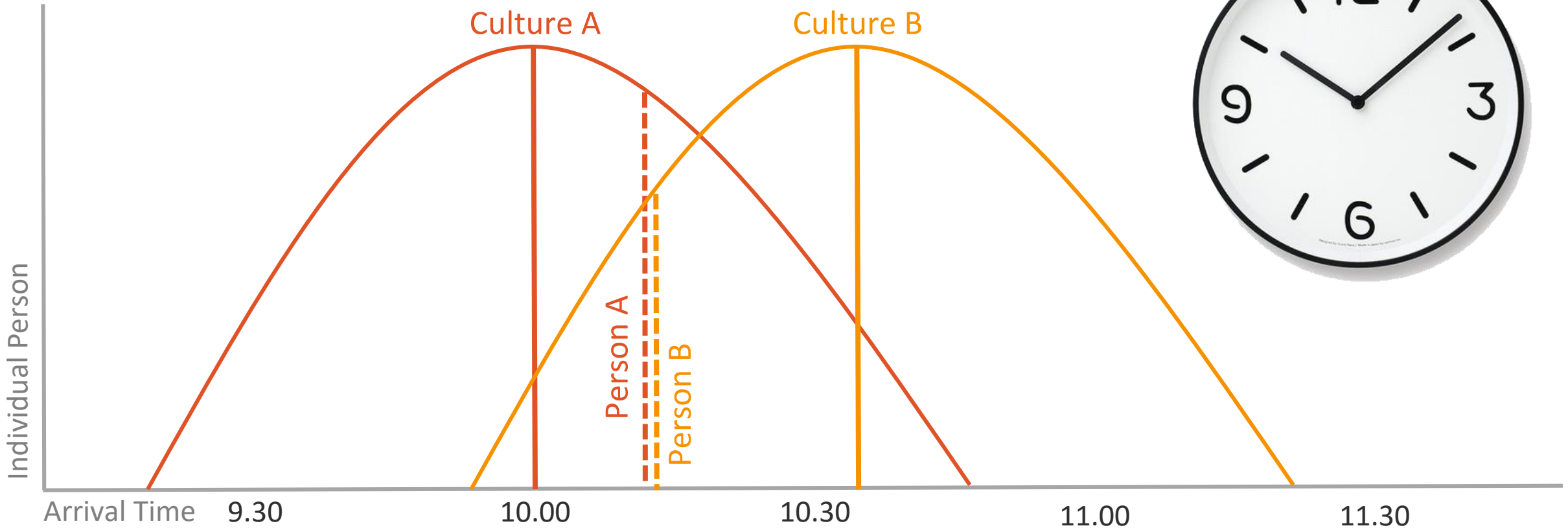
WHAT INFLUENCES OUR BEHAVIOR?



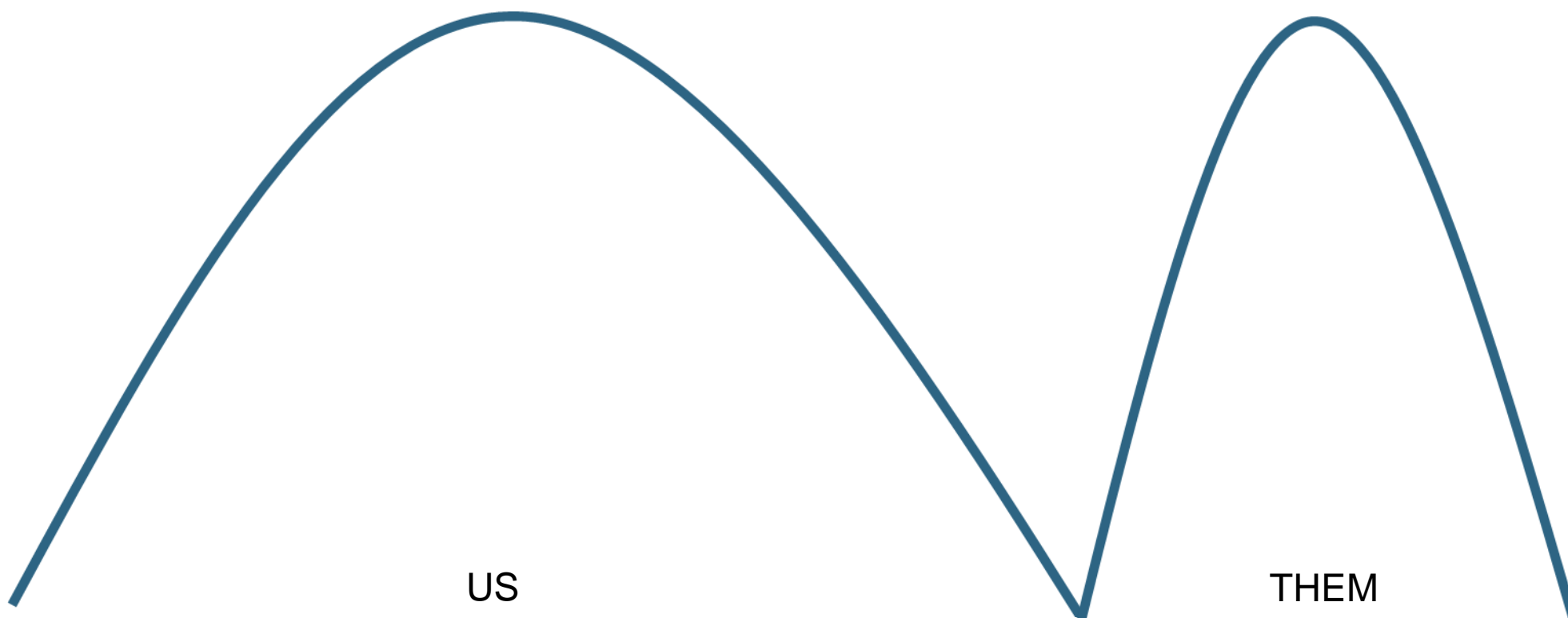
CULTURAL NORMS: THE 10:00 APPOINTMENT



CULTURAL NORMS: THE 10:00 APPOINTMENT



OBELIX DISTORTION



CQ!

(Lynn Van Dyne &
Soon Ang, David
Livermore)

Ang and Van Dyne,
L. (Eds.) (2008).
Handbook on
cultural intelligence:
Theory,
measurement and
applications.
Armonk, NY: M.E.
Sharpe.



Motivation



Knowledge



Strategy



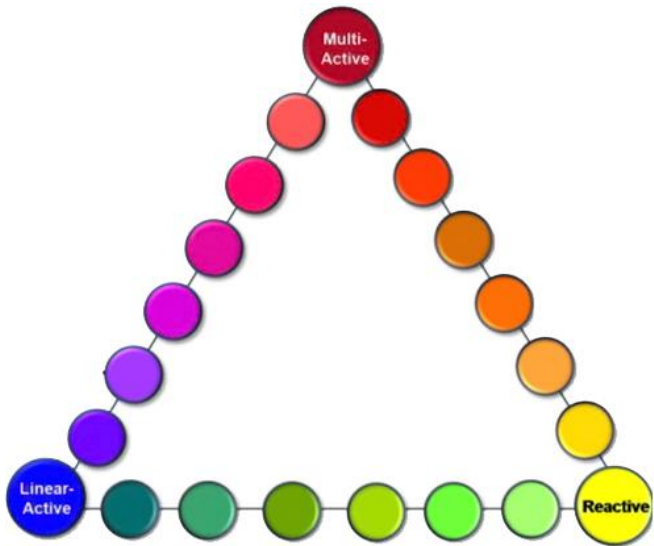
Behavior



BUILDING CULTURAL
KNOWLEDGE:
UNDERSTANDING
(POSSIBLE) CULTURAL
DIFFERENCES



CULTURAL MODELS



Cultural Relativism
(Country/Culture-Based
Comparison)



Cultural Overview
(Norms and
Values/Standards of
Behavior)

THOMAS'S CULTURAL STANDARDS

German Standards (Chinese Context)

Rule-Oriented

Individualism

Directness/honesty

Privacy

Authority-Oriented

(Thomas & Schenk, 1996)

German Standards (American Context)

Differentiation of Distance

Plan-Oriented

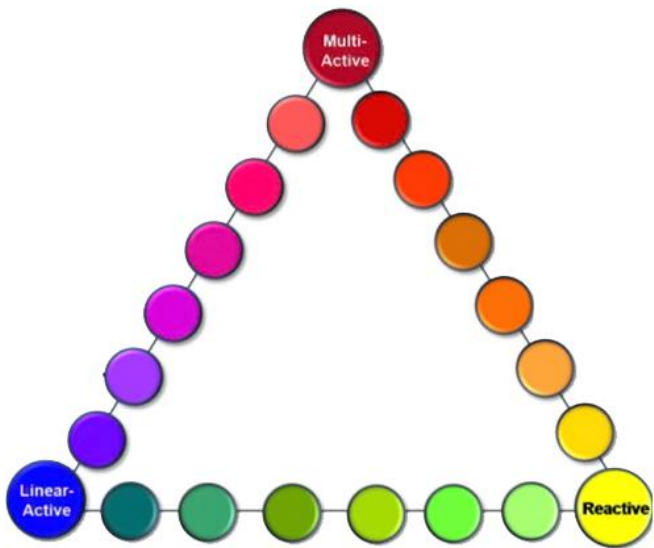
Responsibility-Oriented

Gender-Role

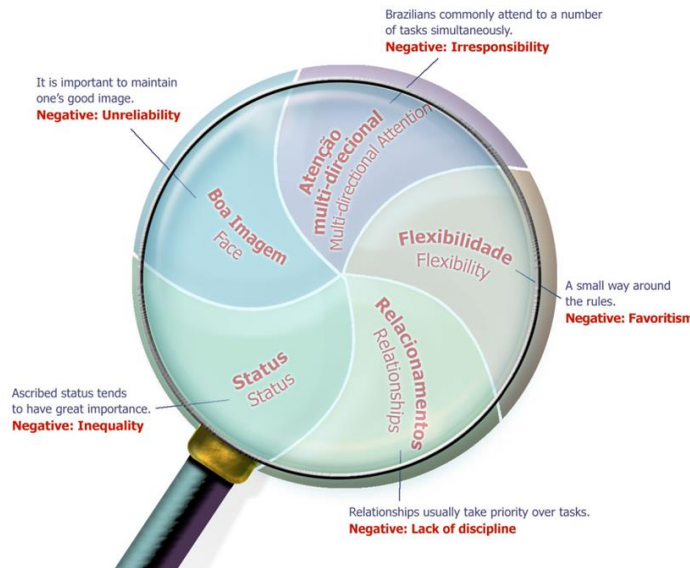
Differentiation

(Markowsky & Thomas, 1995)

CULTURAL MODELS



Cultural Relativism
(Country/Culture-Based Comparison)

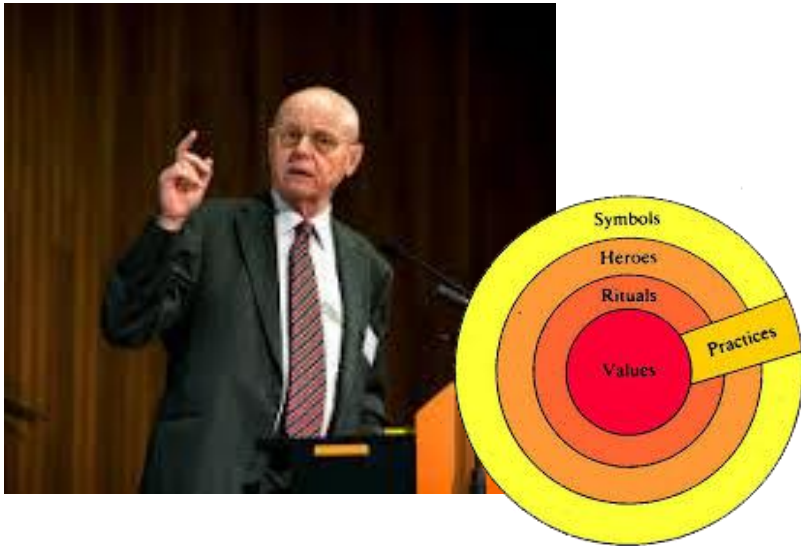


Cultural Overview
(Norms and Values/Standards of Behavior)



Cultural Dimensions
(Potential Differences in Behavior/Perception)

CULTURAL DIMENSIONS



Prof. Geert Hofstede
Hofstede's Cultural Dimensions Theory
(1980)



Prof. Alfonsus (Fons) Trompenaars
Trompenaars' model of national culture
differences (1997)



I plan my day according to the clock – each event has a time slot.

It's respectful to show up at the time you've agreed upon.

Meetings are for doing business – if we are serious researchers we will be well prepared.

It's best to get to business quickly so we can use our time efficiently.

It's ok to plan appointments close together – if we use time efficiently, we are working well.

German team suggests 9.00 am.

German team arrives at 9:00.

German team has prepared detailed presentation.

German team plans to present presentation.

German team has arranged to leave the next morning.

Indian team agrees to 9:00.

Indian team arrives after 9:00. Professor arrives at 9:45.

Indian team takes German team on tour of dept., makes introductions.

Indian team takes German team out to lunch.

Indian team has not planned time for presentation.

They agreed to be there at 9:00.

They think the meeting is not important – the professor does not respect us.

They are being friendly, but they seem not to be interested in our research.

Why don't they care about the project?

They must not think highly of our research.



SEQUENTIAL

- Clock determines actions.
- Tasks are completed one after another.
- Work packages are separated – only relevant persons or resources are involved in specific tasks.



SYNCHRONIC

- Context or people determine action.
- Tasks may be completed simultaneously.
- There is little separation of work into packages – people and resources are part of a network and everything is connected.



Indian Researchers



On time = being there when all important people are there. Being late shows disrespect or disinterest.

Relationships are very important – I can't work effectively with you unless I have a strong relationship with you.

A bigger network is always better!
Helping to extend someone's network is a way to help them.

German Researchers



On time = when the clock says 9:00.
Being late shows disrespect or disinterest.

Schedules are not determined by people. I do not need to have a strong relationship to someone to work effectively with them.

Contacts with no professional relevance are not as useful.

They want to set a time – but they must know how it really works here.

Why did they show up so early?
(Typical...)

They prepared a presentation!
Don't they care about working together?

Why wouldn't they plan more time for the important things?

What a short visit!
And how inflexible!

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Indian team takes German team on tour of dept., makes introductions.

Indian team takes German team out to lunch.

Indian team has not planned time for presentation.

It's polite to agree, but the context will determine the actual time.

The meeting starts when the professor arrives.

Contacts are so important! This will be good for them – and important for my colleagues.

We must get to know each other so we can work well.

We will have time later to talk about the details. Now is not the time.

UNDERSTANDING THE INTERNATIONAL EXPERIENCE: FACTORS AFFECTING CULTURAL COMPETENCY



CQ!

(Lynn Van Dyne &, Soon Ang, David Livermore)

Ang and Van Dyne, L. (Eds.) (2008). Handbook on cultural intelligence: Theory, measurement and applications. Armonk, NY: M.E. Sharpe.



How interested are you in adapting to culturally diverse settings?



How much do you know about possible cultural differences?



Can you observe + experience without making judgments?



Can you modify your own behavior?



culture shock

noun

Definition of CULTURE SHOCK

: a sense of confusion and uncertainty sometimes with feelings of anxiety that may affect people exposed to an alien culture or environment without adequate preparation

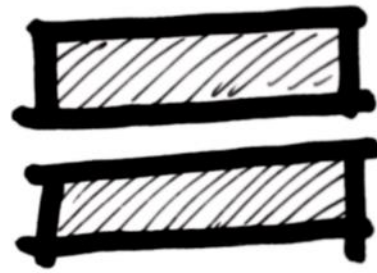
Why not “culture shock”?

- negative effect on perception of host culture
- limits ability to effectively identify & address other underlying stressors
- creates an expectation that negative experiences will happen
- equates achieving cultural fluency to success

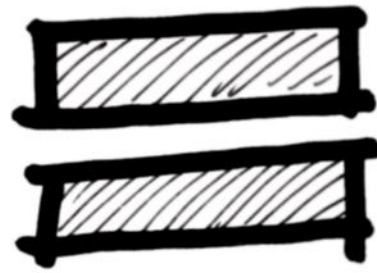
What about the curves?

- not enough scientific evidence
- prior experiences matter – everyone responds to change differently
- context matters
- creates confusion (where am I on the curve?)

Supporting
(cross-cultural)
transitions



Supporting
(cross-cultural)
transitions

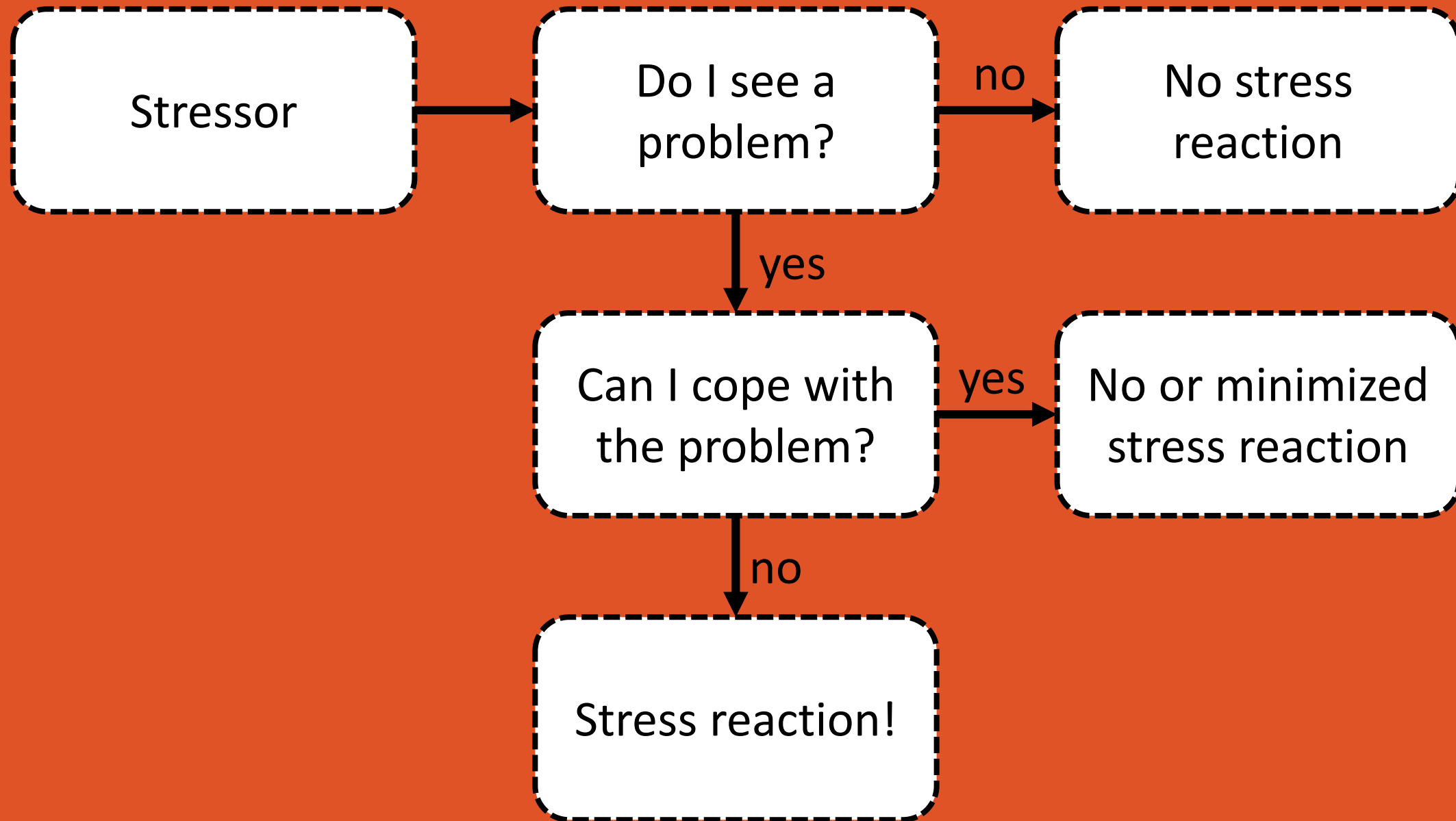


Understanding
& preparing
for relevant
stressors



...WHY CAN'T WE JUST ADAPT TO OTHER CULTURES?





TOOLKIT

What might stress me?

What resources + strategies are available to me?



TOOLKIT

What might stress international students (or colleagues)?

What resources + strategies are available? What can we provide or do differently to support them?





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