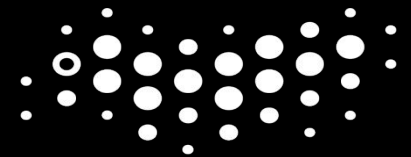


Cultural Measurements



A wise man once said...

In an ideal world:

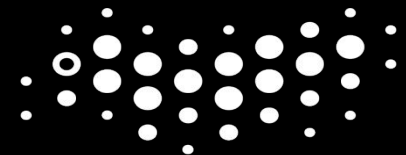
- The police are English
- The mechanics are German
- The cooks are French
- The innkeepers are Swiss
- The lovers are Italian

In a living hell:

- The police are German
- The mechanics are French
- The cooks are English
- The innkeepers are Italian
- The lovers are Swiss

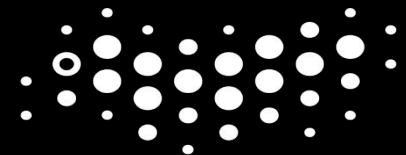
Cultural Characteristics

- Individualist vs Collectivist
- Monochronic vs Polychronic
- High context vs. Low context
- Perception and value of time
- Power Distance
- Perception of space



Common misconceptions

- Handshakes
 - US
 - firm, confident, 2-3 seconds
 - Africa
 - limp, several minutes
- Display of attraction
 - Britain: Men ought not look
 - France: Men ought to look
 - French think Brits are gay



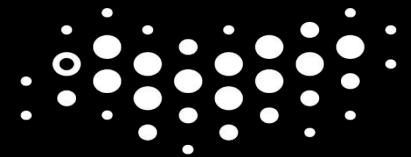
Perceptions of Americans

- “Americans are stupid and unsubtle. They’re fat and bad dressers.”
- “Americans always want to say your name.”
- “Americans are always in a hurry.”
- “Americans are distant. They’re not close to anyone, even other Americans.”
- “In the middle of nowhere, with no oncoming traffic, an American still stopped.”

Perceptions of Americans

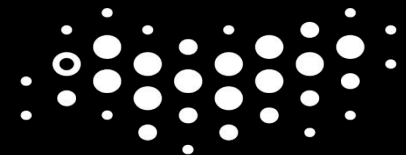
- “In the US, life is only work.”
- “In the US, everything has to be discussed and analyzed. Why? Why? Why?”
- “Americans are explicit. They want yes or no. Figurative speech confuses them.”
- “An American professor said, ‘I don’t know, I need to look it up.’ Why is he teaching?”

Cultural Scales



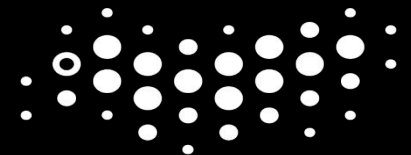
Individualist

- Emphasis on the individual
- Self-determination (create own success)
- Decisive, independent and shows initiative
- Everyone should abide by universal values
- Personal success encouraged



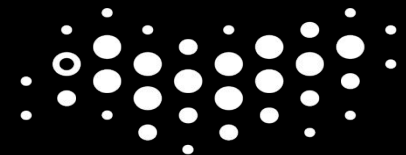
Collectivist

- People should identify with and join groups
- Groups protect their people
 - In return, people give loyalty and compliance
- Understanding that groups have differing values
- Pursuit of group harmony and success



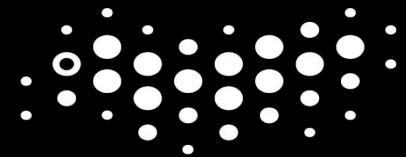
Monochronic

- “One thing at a time”
- Emphasis on perfect order, time and place
 - No interruptions (closed office doors)
 - Lateness is unacceptable
 - Business is business



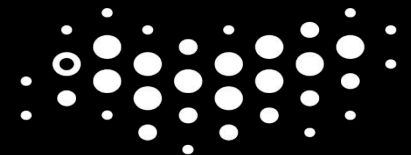
Polychronic

- Multitasking
 - Hold business meeting
 - Answer phone calls
 - Send text messages
- Things finish when they finish



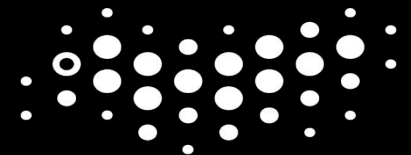
Low Context

- Everything fully and concisely explained
- Responsibility on recipients to stay updated
- Vulnerable to communication breakdowns
 - Typically insular, not understanding and intolerant
- Breakdowns occur due to poor assumptions



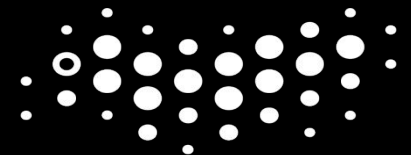
Low Context

- Dependence on what is said or written
- Often miss subtle signs
- Connections short-lived with purpose
- No double meanings or misunderstandings
- People say what they mean



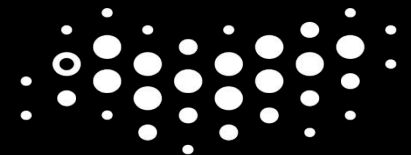
Low Context

- Topics are addressed directly and precisely
- Verbal is primary
- Non-verbal is background
- Speakers show no hesitation offering opinions
- Interpersonal contact is superficial
- Task-oriented



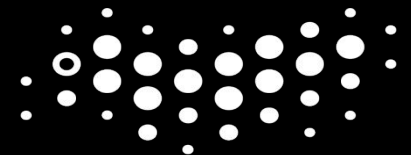
Low Context Cultures

- English
- American
- German
- Dutch
- Scandinavian



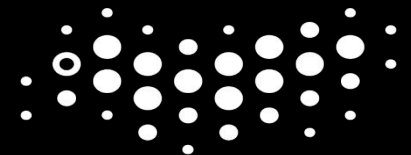
High Context

- Close connections maintained over time
- Not what, but who you know
- Cultural behavior assumed to be common
 - You do it because your mom did
 - Your mom did it because her mom did



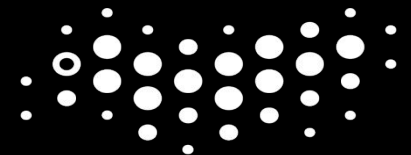
High Context

- Less verbal and written communication
- Relationship networks affect business
- Communication relies on long-term relationships
- Speakers do not present themselves strongly
- Decisions based on personal relationships
- Centered around person of authority



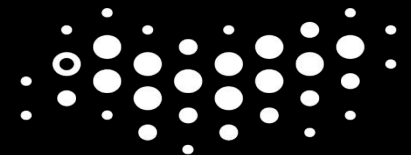
High Context

- Hidden assumptions
- Double meanings
- Heavy use of idioms and slang
- Cultural gap
- Silence is a tool



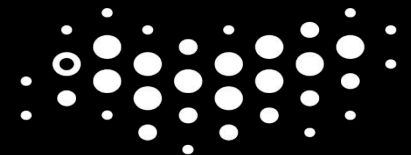
High Context Cultures

- Asian
- African
- South American
- Slavic
- Middle Eastern
- Romance



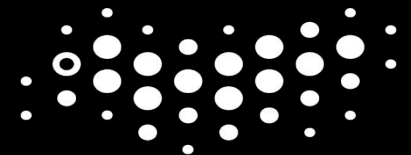
High Context vs. Low Context

- Japanese think:
 - Westerners offensively blunt
- Westerners think:
 - Japanese devious, unforthcoming and closed



High Context vs. Low Context

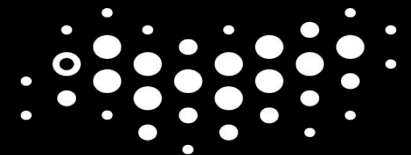
- French workers think:
 - German workers insult French intelligence
- German workers think:
 - French workers provide poor guidance



High Context considerations

When interacting with Low Context

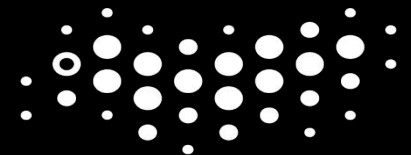
- Focus on what is actually said
- Non-verbal messages may be unintentional
- Speakers concentrate on matters of importance
- Direct questions and observations are clarifying



Low Context considerations

When interacting with High Context

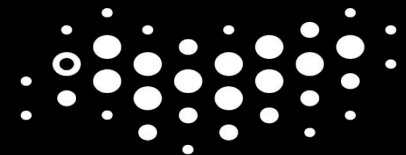
- Non-verbal communication may be as important
- Face-saving and tact vital
- Honest discussions need appropriate locations
- Relationships go a long way



Perception of Time

Past Orientation

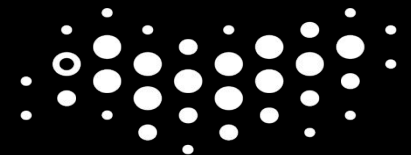
- Traditional values and lifestyles
- Conservative management
- Slow to change
- “Go with the flow” Let things happen



Perception of Time

Present-oriented society

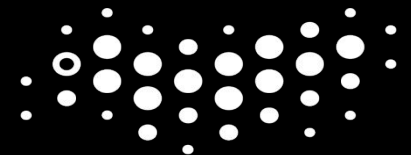
- Past has passed
- Futures are uncertain
- Preference for short-term benefits



Perception of Time

Future-oriented society

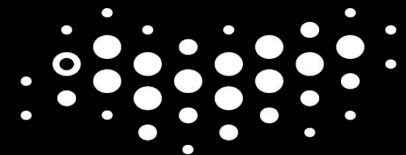
- Optimism about the future
- The future can be controlled
- Management □ plan, do, and control



Quantity of Time

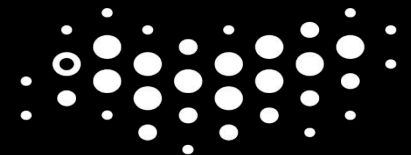
Two options

- Time is limited; use it or waste it
 - “Time is money”
 - Punctuality: a virtue and sign of respect
- Time is plentiful, if not infinite
 - Tasks can be done tomorrow



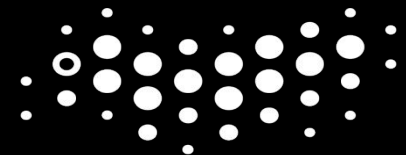
Doing Business

- Time-limited
 - No time to develop trust
 - Mechanisms (i.e. rule-of-law) replace trust
- Time-plentiful
 - Business relies on trust



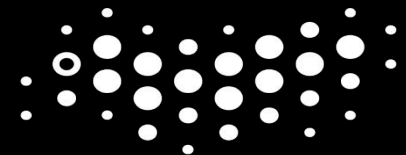
Power Distance

- High power distance
 - Bypassing structure is unacceptable
- Low power distance
 - Chain of command may be bypassed
 - Superiors and subordinates interact as equals
 - Professors and graduate students indistinguishable



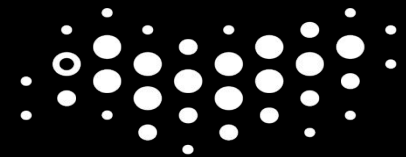
Displays of Emotion

- Results comparing American and Japanese
 - Americans □ External display stronger than inner
 - Japanese □ Intense internal emotion, little display
- Conclusions
 - Japanese conceal negativity for group harmony
 - Emotional suppression = mature & appropriate
 - American emotional display □ Individualistic



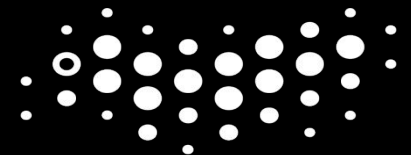
Emoticons

- Japanese convey through eyes
 - (@_@)
 - (^_^;)
 - (--_--)
- Americans convey through mouth
 - :-)
 - :@
 - :P

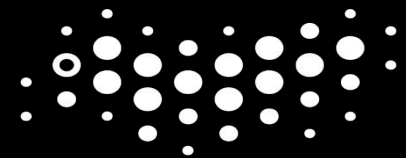


Proxemics (Perception of Space)

- Personal bubble
- Personal living space



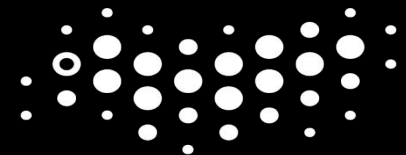
Perception of Friendship



Non-Verbal Communication

Loud voices

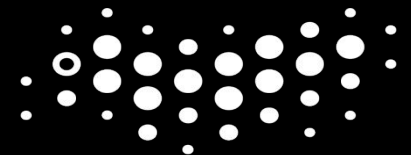
- Arabic □ Strength (soft = weak)
- German □ Confidence/Authority
- Thai □ Impolite
- Japanese □ Loss of emotional control



Non-Verbal Communication

Conversational flow

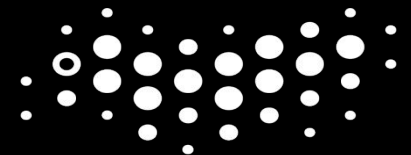
- British: Speak-Pause-Wait-Speak
- Finnish: Speak-Long Pause-Speak
- High Context cultures (overlapping voices)



Non-Verbal Communication

Politeness

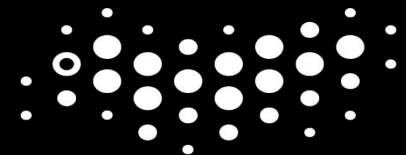
- British/American: Please & Thank You
- French: 'tu' or 'vous'
- Other: Verb form or tone



Non-Verbal Communication

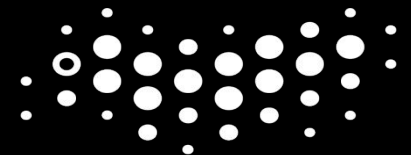
Silence

- British/American
 - With close people: acceptable
 - With strangers: AWKWARD!!!



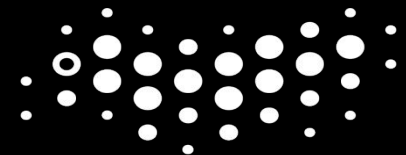
Non-Verbal Communication

- Smiling (American vs. Russian/Scandinavian)
- Gesturing (Latino vs. Japanese)
- Head movements reverse (American vs. Indian)
- Crossing legs (Western Europe vs. Arab)



Case Study

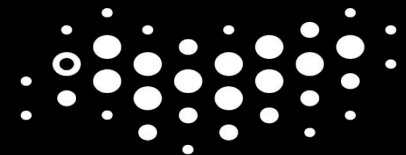
- Client: French Company
- Options
 - American Company
 - Mexican Company
- Who did the French choose? Why?



Case Study

- You American
- Client Austrian
- Main facts
 - 6 business meetings in 4 months
 - The client calls you “Herr Smith”

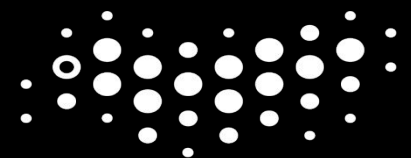
As an American, what is your reaction?



Case Study

- Businessman: Japanese
- Client: Norwegian
- Main facts
 - Japanese: “That will be very difficult”
 - Norwegian: “How can I help?”
 - The businessman is confused

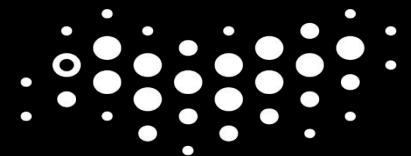
What did the businessman mean?



Case Study

- American Businessmen and Japanese Clients
- Main facts
 - Americans make an offer
 - Japanese say nothing
 - Americans make a second offer
 - Japanese quickly accept

What happened?



Case Study

Rebecca works for a Chicago-based company. Abhinav works for an India-based company.

Rebecca: We need to get all our customer service employees trained in the next 2 weeks. Can you do it?

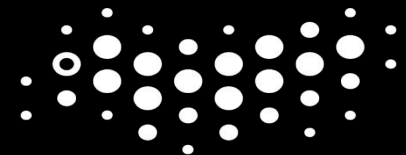
Abhinav: That timeline is aggressive. Do you think it's possible?

Rebecca: It will require creativity and hard work but I think so.

Abhinav: Ok.

Rebecca: Now that business is finished, how is everything else?

Abhinav: All's well, although the heavy monsoons are causing delays getting around the city.



Two Weeks Later...

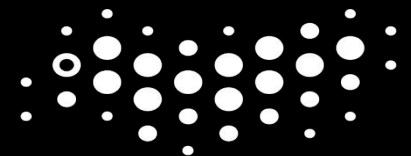
Abhinav: We've pulled all our resources together and I'm happy to say that 60% of customer service reps are trained. The remaining 40% will be done in 2 weeks.

Rebecca: Only 60%? We agreed they all would be trained by now!

Abhinav: Yes. The monsoon is over now so the rest of training should be fast.

Rebecca: The training is critical. Please get it done as soon as possible.

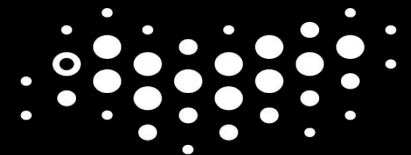
Abhinav: I am certain it will be done.



Case Study

- An American executive in London complained that he had taken his wife to a traditional English pub and an English couple decided to sit at their table. “First, they sat without asking, then they ignored us,” he complained.

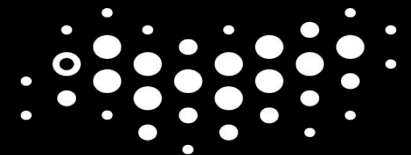
What happened?



Case Study

- An Englishman travels to Russia and stands patiently in the queue to buy a metro token. However, people keep breaking the order of the queue and it takes him 10 minutes to buy a token.

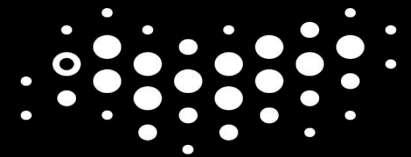
What happened?



Case Study

- A high-ranking US government official accidentally delayed negotiations with the Soviets on nuclear weapons. In response to a “No” from the Soviets regarding a proposal, the official stopped talking about it. Several months later, the Russians told a visiting American they had been surprised.

What happened?



Case Study

American: We want to take a plane from A to B.

Japanese: Are you sure?

American: Yes.

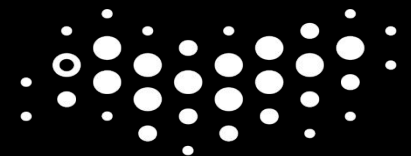
Japanese: Maybe you would prefer a train?

American: No, a plane.

Japanese: How about a bus?

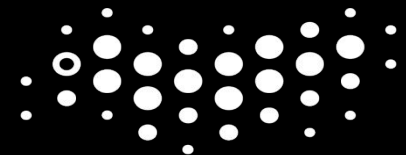
American: No, a plane. Don't you understand?

What happened?



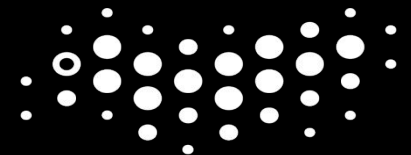
Intercultural Sensitivity

- Denial
- Defense/Reversal
- Minimization
- Acceptance
- Adaptation
- Integration



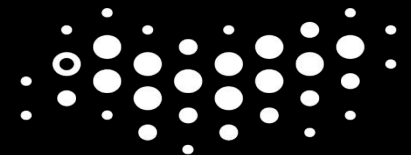
Denial

- Uninterested in cultural differences
- Lack of caring about cultures



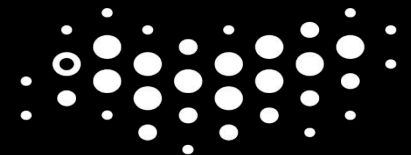
Denial/Refusal

- Threatened by cultural difference
- Highly critical of other cultures
- Heavily criticize own culture (Reversal)



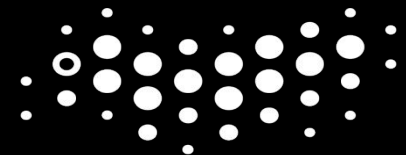
Minimization

- Find commonalities between self and others
 - Often superficial



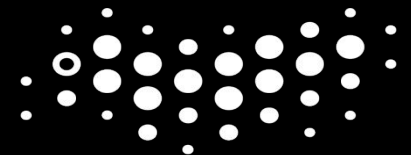
Acceptance

- Recognize and appreciate cultural difference
 - Behaviors
 - Values
- Not necessary to agree



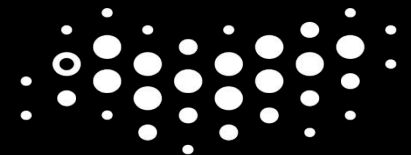
Adaptation

- Can perceive world through another culture
- Changes behavior to communicate effectively

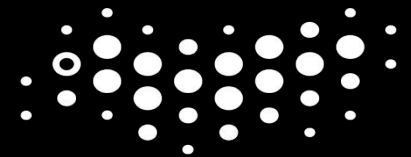


Integration

- Cultural mediators
- Help others understand different cultures
- Promote unity between cultures



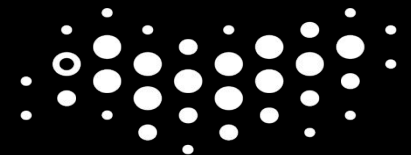
Stupid Cultural Jokes



International Corporations

Traditional Capitalism

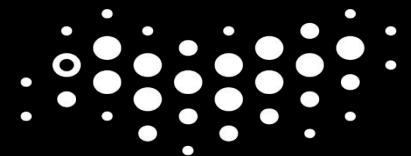
- You have two cows
- You sell one and buy a bull
- Your herd multiplies & the economy grows
- You sell them & retire



International Corporations

American Corporation

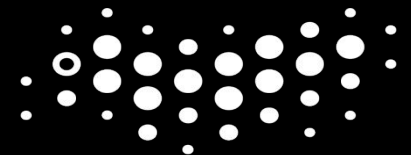
- You have 2 cows; sell 3 to your company using your brother's credit; do a credit default swap to get 4 cows with a tax exemption for 5 cows; transfer the rights to 6 cows through a shadow company who sells the rights to 7 cows back to your company; the annual report says the company owns 8 cows with an option for 1 more.
- The public buys your bull.



International Corporations

French Corporation

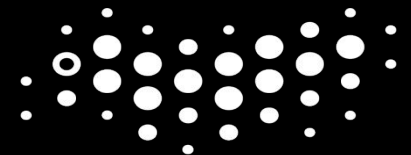
- You have two cows
- You go on strike because you want three



International Corporations

Japanese Corporation

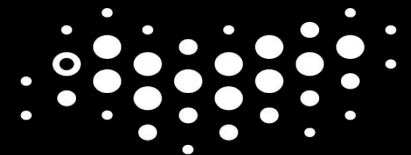
- You have two cows
- Redesign them so they are $1/10^{\text{th}}$ the size & produce 20 times more milk
- Create “cowkimon”



International Corporations

German Corporation

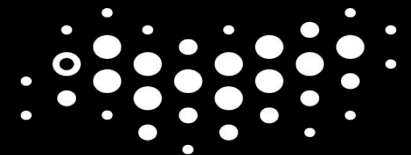
- You have two cows
- You reengineer them so they live for 100 years, eat once a month and milk themselves



International Corporations

Italian corporation

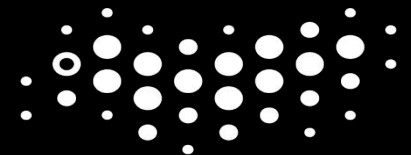
- You have two cows
- You don't know where they are
- You break for lunch



International Corporations

Swiss Corporation

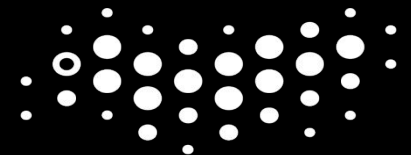
- You have 5000 cows, none which belong to you
- You charge others for storing them



International Corporations

Indian Corporation

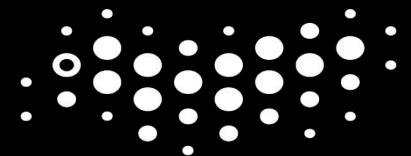
- You have two cows
- You worship them



V

The European Commission just announced that English will replace German as the EU official language.

Her Majesty's Government acknowledged that a five-year phase-in plan will take place known as "Euro-English."

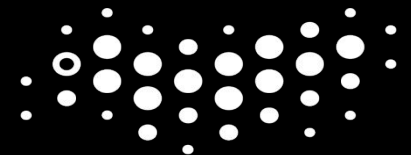


ITMO UNIVERSITY

Ze Langadzh of ze Urop

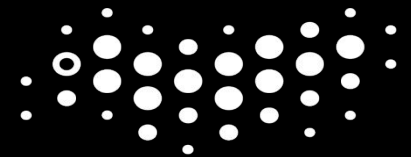
In the first year, “s” will replace the soft “c”.
Sertainly, this will make sivil servant happy.

The hard “c” will be dropped for “k”. This should
klear up konfusion and keyboards kan have 1 less
letter.



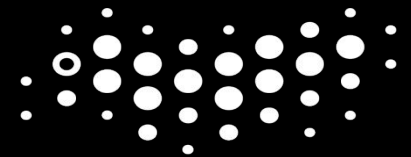
Ze Langadzh of ze Urop

There will be publik enthusiasm in the sekond year, when “ph” will be “f”. Words like “fotograf” are 20% shorter.



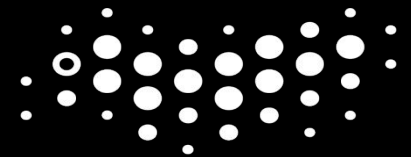
Ze Langadzh of ze Urop

In the third year, publik akseptanse of the new spelling kan be ekspekted to reach the stage where more komplikated changes are possible. Governments will enkorage the removal of double letters, which have always ben a deterrent to akurate speling. Also, al wil agre that the horrible mes of the silent “e”s wil go away.



Ze Langadzh of ze Urop

In the fourth year, peopl wil be reseptiv to replasing “th” with “z” and “w” with “v”. During ze fifz year, ze unesesary “o” kan be dropd from vords kontaining “ou” and similar changes vud of kors be aplid to ozer kombinations of leters.



Ze Langadzh of ze Urop

After zis fifz year, ve vil hav a reli sensibl riten styl.
Zer vil be no more trubl or difikultis and evrivun
vil find it ezi to undertstand ech ozer. Ze drem vil
finali kum tru!

