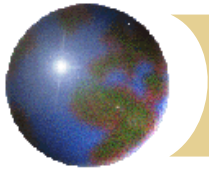


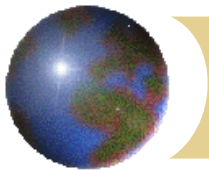
# Chapter 3- Communicating Interculturally

- ❖ **Intercultural communication: Send & receive messages among people from different cultures.**
- ❖ **Effectiveness:**
  - 1) Business opportunities**
  - 2) Contributions in a diverse workforce**



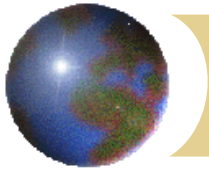
# Advantages of a Multicultural Workforce

- ✦ **Broader range of views & ideas**
- ✦ **Better understanding of diverse markets**
- ✦ **Broader pool of talent**



# Challenges of Intercultural Communication

- ✦ **Supervisors- diverse employees, motivating, fostering cooperation**
- ✦ **Culture influences:**  
**Language, nonverbal signals, word meaning, time and space issues, rules of human relationships**



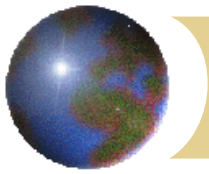
# Culture

- ✦ **Shared system of symbols, beliefs, attitudes, values, expectation & behavior norms.**

**Subculture:** Differentiation from the larger culture they belong. Distinctive & symbolic use of style.

**Cultural groups:** Ex/ Ethnic groups

**Counterculture:** Systematic opposition to the dominant culture.



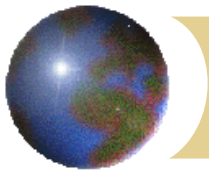
# Hofstede's approach to cultural differences:

## **I) Individualism/collectivism:**

**Managers communicate; consensus versus argumentative but arguably**

## **II) Power distance: Inequalities**

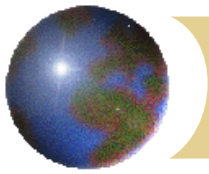
**between managers & subordinates; information flows up and down the hierarchy, decision-making**



# Hofstede's approach to cultural differences:

**III) Uncertainty avoidance: Tolerate unstructured & unclear situations High => detailed, rigid, inflexible**

**IV) Masculine(achievement)/feminine (relational): Material gain, aggressive competition versus higher on creativity & mutual support.**

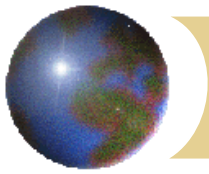


# Hofstede's approach to cultural differences:

**V) Long-term /short-term orientation:  
Society's time-horizon: Importance  
attached to the future versus past &  
present**

**LTO => traditional values, planning**

**STO => Do not adapt the traditional  
values to the current situations,  
problem-solving skills**



# Culture- From generation to generation

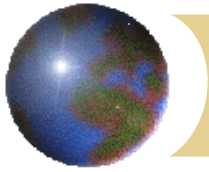
- ⊕ **Automatic**

- ⊕ **Coherent**

- ⊕ **Complete**

=> **Ethnocentrism:** Tendency to judge all others according to standards, behaviors & customs of one's groups.



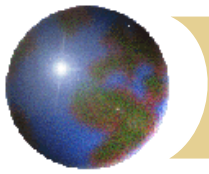


# Overcome

- ✚ **Xenophobia:** Fear of strangers
- ✚ **Stereotyping:** Assigning generalized attributes to an individual.

**Avoid: Assumptions & Judgments and  
Accept Differences.**

- ✚ **Cultural Pluralism:** Acceptance of multiple cultures on their own terms.



# Recognizing Cultural

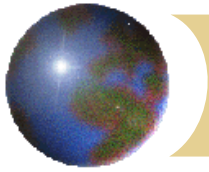
## Variations:

⊕ **Sender => according to your own culture**

⊕ **Receiver => decode according to his/hers**

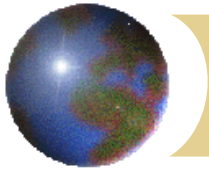
**=> Misunderstanding**

**“Treat people the way they expect to be treated, not the way you expect to be treated.”**



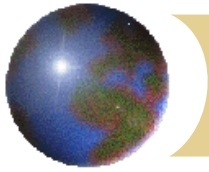
# Contextual Differences

- ✦ **Pattern of physical cues, environmental stimuli & implicit understanding conveying meaning among the members of the same culture.**



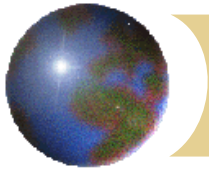
# High-Context Cultures:

- ✦ **Rely less on verbal communication**
- ✦ **More on nonverbal actions & environmental setting**
- ✦ **Rules are rarely explicit**
- ✦ **Learning later recognizing to situational cues**
- ✦ **Role of com: Building relationships not exchanging information**
- ✦ **Emphasize harmony & agreement**



# Low-Context Cultures:

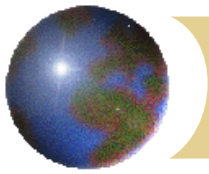
- ✦ **Rely more on verbal communication**
- ✦ **Less on cues to convey meaning**
- ✦ **Role of com: Exchanging information**
- ✦ **Focus on the results**
- ✦ **Negotiations are viewed impersonal**



# Legal & Ethical Differences

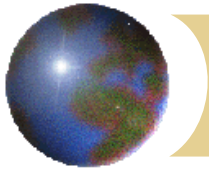
- ✚ **Low-context: written agreements, laws strictly**
- ✚ **High-context: more flexible**
- ✚ **Cultural differences complicate ethical choices.**

**Ex/ US: 1977- Bribes => Illegal,  
Kenya: Kitu Kidogo**



## **Keep your messages by applying:**

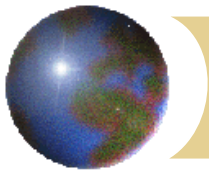
- ✚ **Actively seek mutual ground**
- ✚ **Send & receive messages without judgment**
- ✚ **Send messages that are honest**
- ✚ **Show respect for cultural differences**



# **Social rules can vary from culture to culture in:**

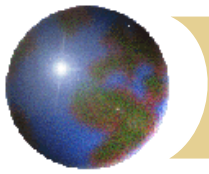
- ✦ **Attitudes toward work & success:  
Major social influence in US =>  
Puritan work ethic versus Catholic**
- ✦ **Roles & Status**
- ✦ **Use of manners**
- ✦ **Concepts of time**





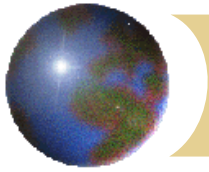
# Nonverbal Differences:

- ✚ **Greetings**
- ✚ **Personal space**
- ✚ **Touching**
- ✚ **Facial expressions**
- ✚ **Eye contact**
- ✚ **Posture**
- ✚ **Formality**



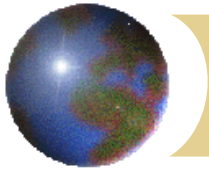
# Age & Gender Differences:

- ✚ **Emphasis on youth versus older**
- ✚ **Perception of men & women**



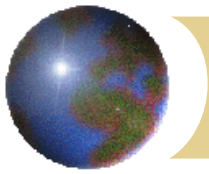
# Intercultural Communication:

- ✦ **Requires variety of skills**
- ✦ **English; be careful!**
- ✦ **Communication styles**
- ✦ **Professionals style in high-context versus low-context cultures**
- ✦ **Business correspondence**



## Writing & Speaking Clearly:

- ✚ **Use simple & clear language**
- ✚ **Be brief**
- ✚ **Use transitional elements**
- ✚ **Cite numbers & dates carefully**
- ✚ **Avoid idiomatic phrases & business jargon**
- ✚ **Avoid humor to popular culture**



## To be more effective in intercultural communication:

- ⊕ **Speak slowly & clearly**
- ⊕ **Don't rephrase until it's necessary**
- ⊕ **Ask for feedback**
- ⊕ **Double-check**

**While listening: Accept what you hear without judgment & let people finish what they have to say.**