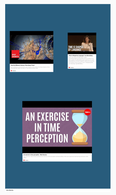
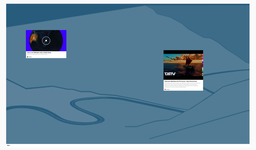
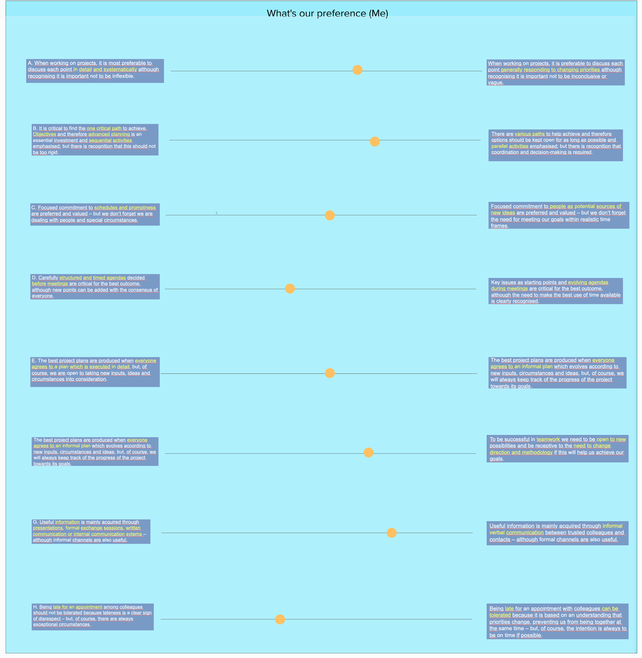
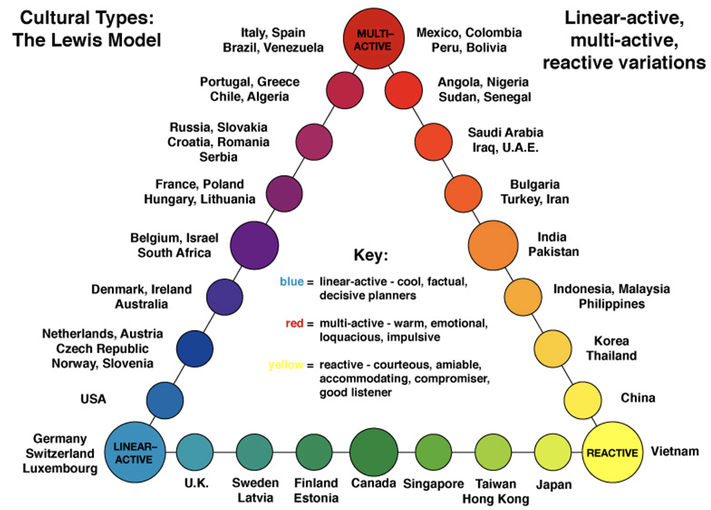






Time in intercultural context – where is NZ?



Time in intercultural context

Richard Donald Lewis (1930-)
is a British polyglot, cross-cultural communication consultant, and author. He developed the Lewis Model of Cross-Cultural Communication
The core of the model classifies cultural norms into Linear-Active, Multi-Active and Re-Active, or some combination.

- Linear-active: **follow tasks sequentially**. Drivers are facts, tasks and efficiency. Communication follows clear structures - „question – answer".
  -> Examples: Northern Europe, North America and related countries.
- Multi-active: **pursue multiple goals simultaneously**. People, relationships and flexibility are the driver. Communication is dialogue-focused and simultaneous. Body language is important. Information is passed on in personal and informal networks.
  -> Examples: Southern European, Latin America, Africa, Middle-East
- Re-active: follow harmonising, solidarity-based strategies. These cultures have a **cyclical understanding for time** following the Buddhist concept of reincarnation. All events, challenges, opportunities will come back eventually. In business, people take a lot of time to make sustainable decisions for the future.

	Linear-active
1.	Germans, Swiss
2.	US-Americans
3.	Scaninavian, Austrian
4.	Brits, Canadian, NZ
5.	Australians, South Africans
6.	Dutch, Belgian
7.	US subcultures
8.	French, Belgian
9.	Chech, Croatian, Hungarian, Slovenian
10.	North-Italian
11.	Chilean
12.	Russians, other Slavish
13.	Portuguese
14.	Polynesian
15.	Spanish, South-Italian
16.	Indian, Pakistani
17.	Latin-American, Arabs, Africans
	Multi-active

	highly re-active
1.	Japanese*
2.	Chinese
3.	Taiwanese
4.	Singapore, Hongkong Chinese*
5.	Finns*
6.	Korean
7.	Turkish+
8.	Vietnamese, Cambodian, Laos
9.	Malaysian, Indonesian
10.	Pacific Islands+
11.	Swedish*
12.	Brits*
	occasionally re-active

* linear-active tendencies
+ multi-active tendencies

B/S/H/