

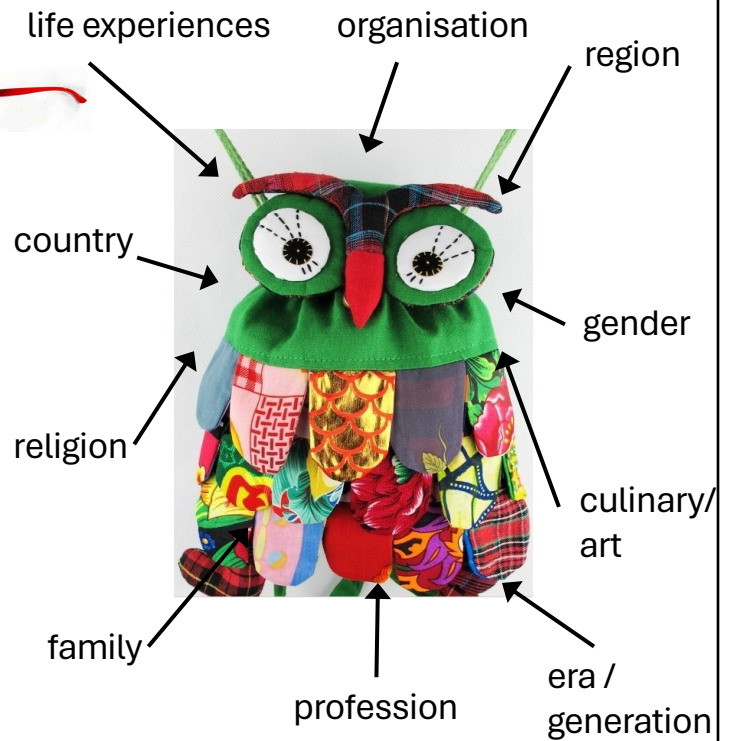
Welcome to my cultural awareness training

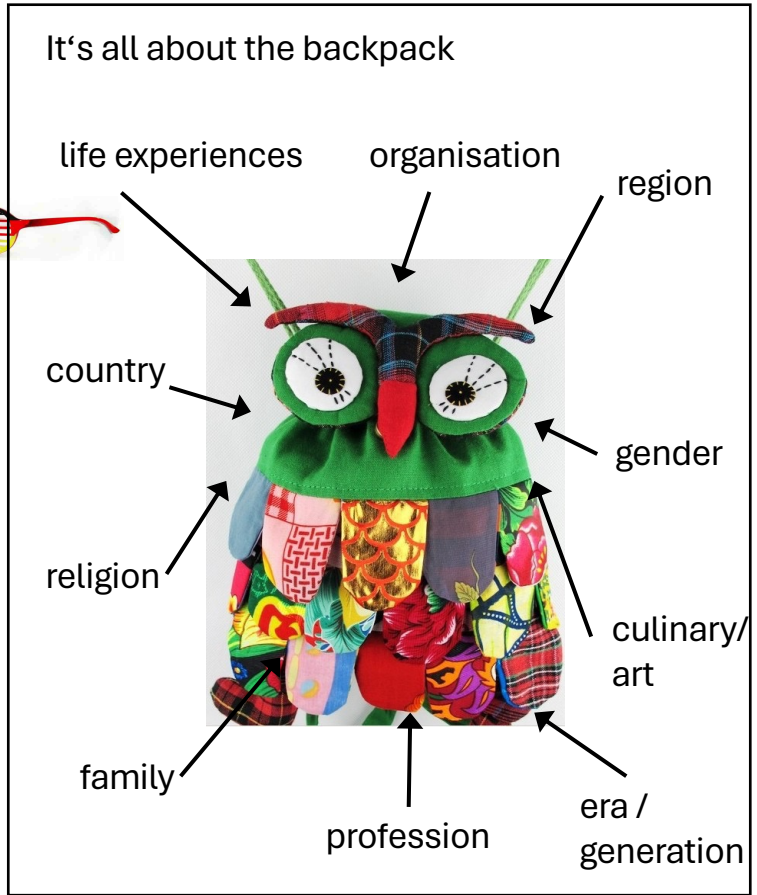
Berlin

03/06/2024



It's all about the backpack



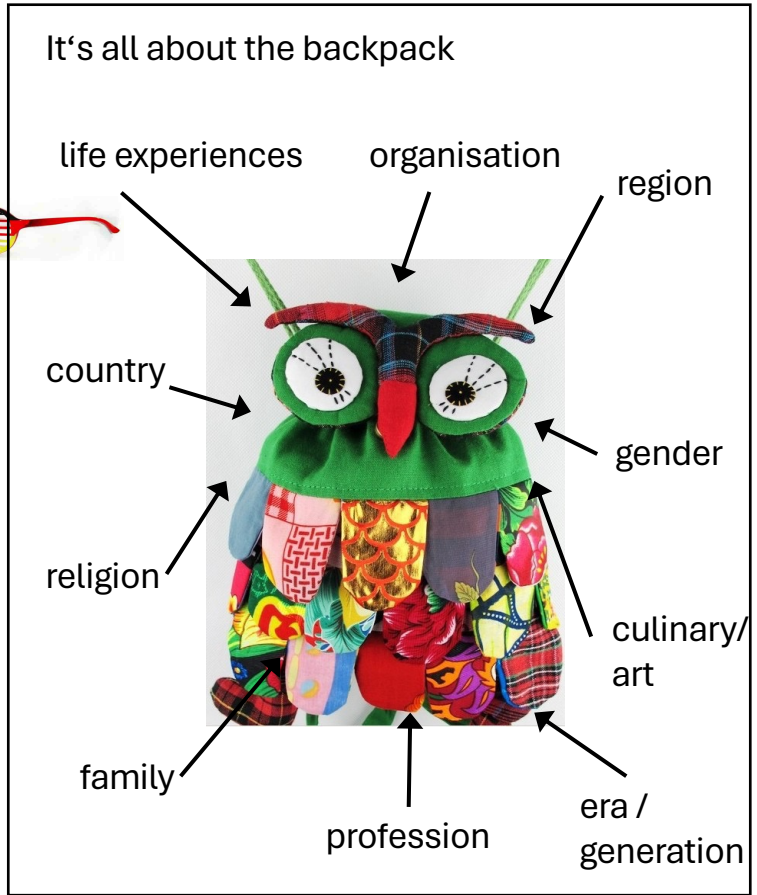


Understanding your cultural background and life influences

Interviews in pairs .

- What does your name mean? Where does it come from?
- Where were you born? Where did you grow up? What other places have you lived in?
- How do people in your culture greet, what would they say, what gestures are typical?
- Take a look at your imaginary backpack above. How might some of these attributes have shaped and influenced you, your values, your attitude?





Culture is often defined by national culture. In fact, each of us is part of multiple cultures that influence us.

Depending on context, we navigate between the different collectives we are a part of. Sometimes we adapt more to a group, sometimes less. All of it together forms our identity, orientation, stability.

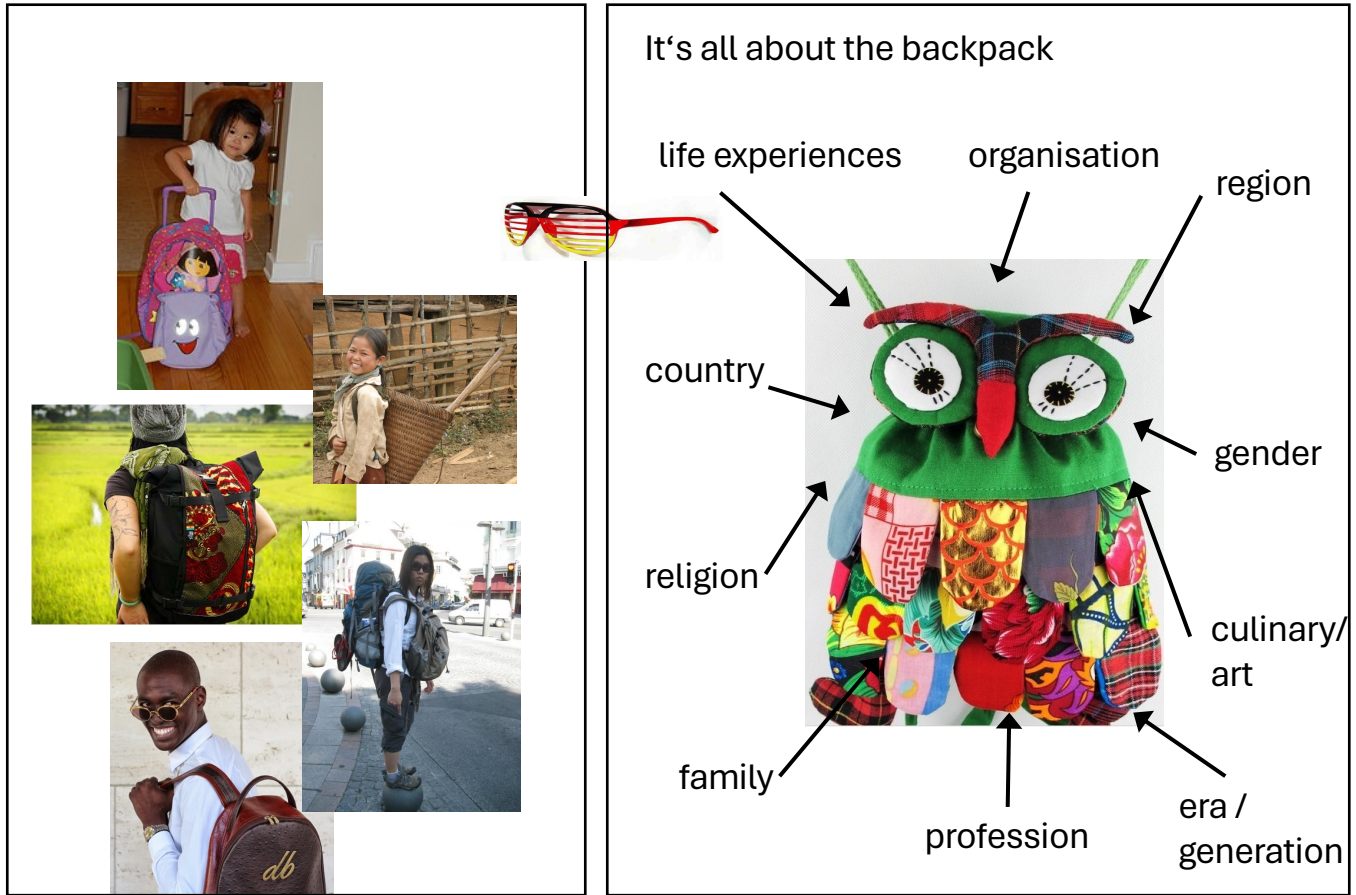
When we meet other people, we first look for commonalities. Once we've found them, we can build trust. Psychological tests have shown that we see somebody in a positive light that resembles us in some aspect.

In intercultural context, commonalities aren't often visible straight away. Differences are more visible. This means that we need to look harder for commonalities to build trust.

Tip: Take time to build relationships with your international partners. Talk about family, everyday topics, hobbies...



The intercultural lens



Our knowledge is shaped by culture, and hence is our perception. This knowledge inventory gathered throughout life filters information and influences the way we see things. This is our cultural lens.

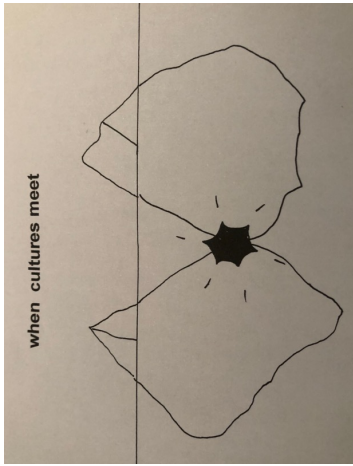
Psychological studies have shown that we can mainly see what we know and what we like. We filter out what we don't know or don't like.

There is no neutral perception. Cultural differences are the source of diverse interpretations.





Intercultural iceberg model



Visible
behaviour

Food
and
drinks

Manners
/
etiquette

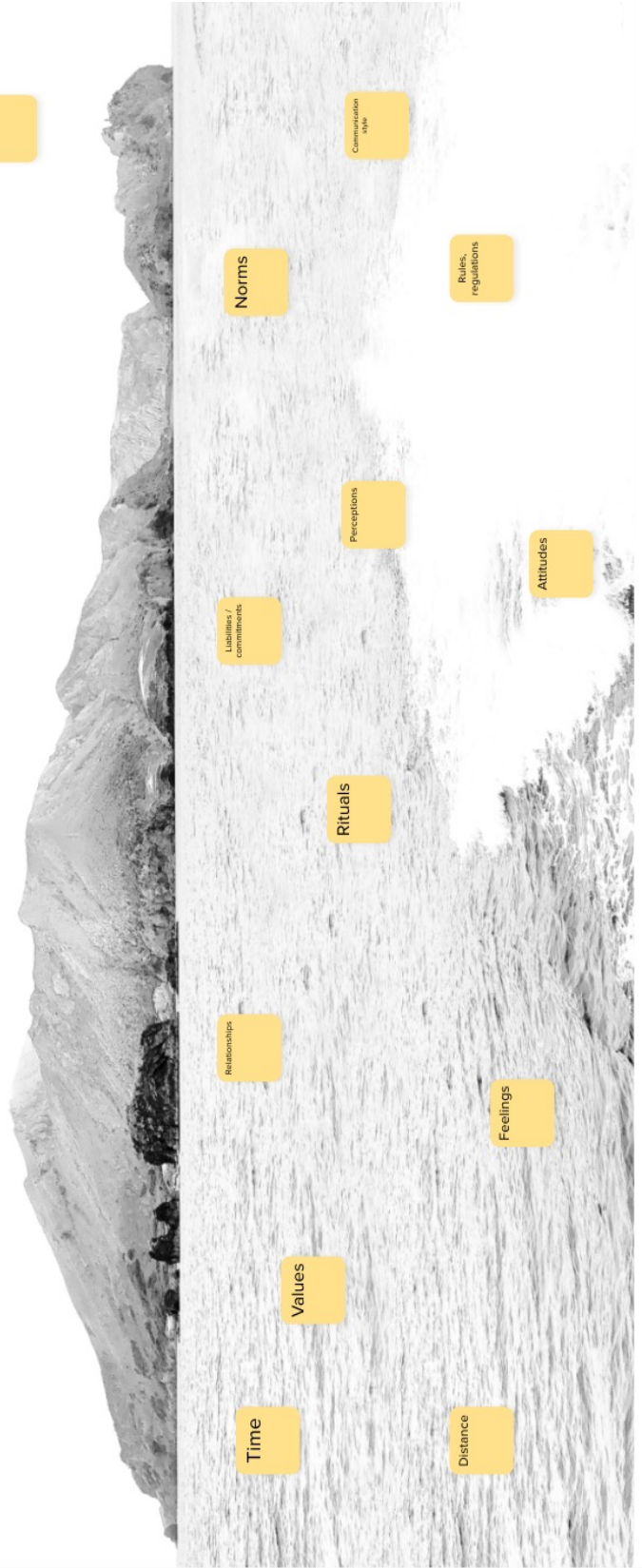
Music

Language

Greetings

Art

Clothing



Time

Values

Relationships

Lifestyles /
commitments

Rituals

Perceptions

Norms

Communication
style

Distance

Feelings

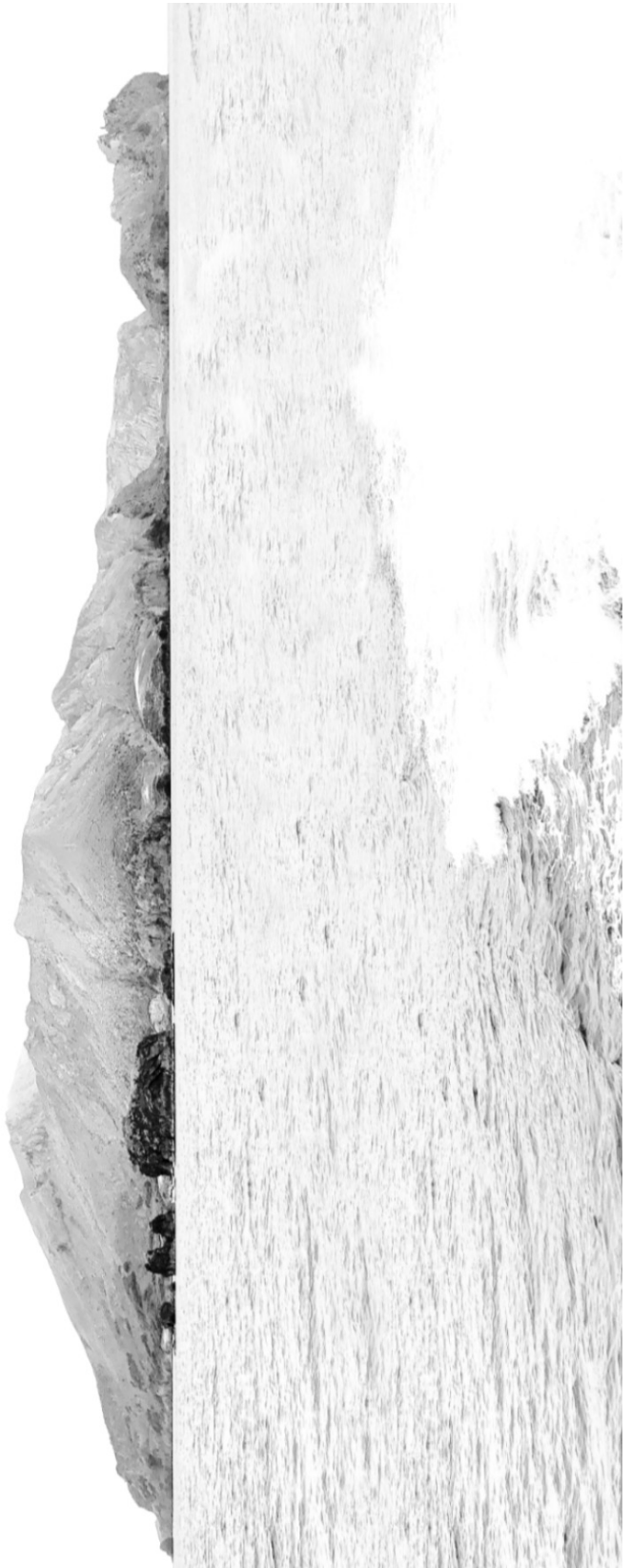
Attitudes

Rules,
regulations

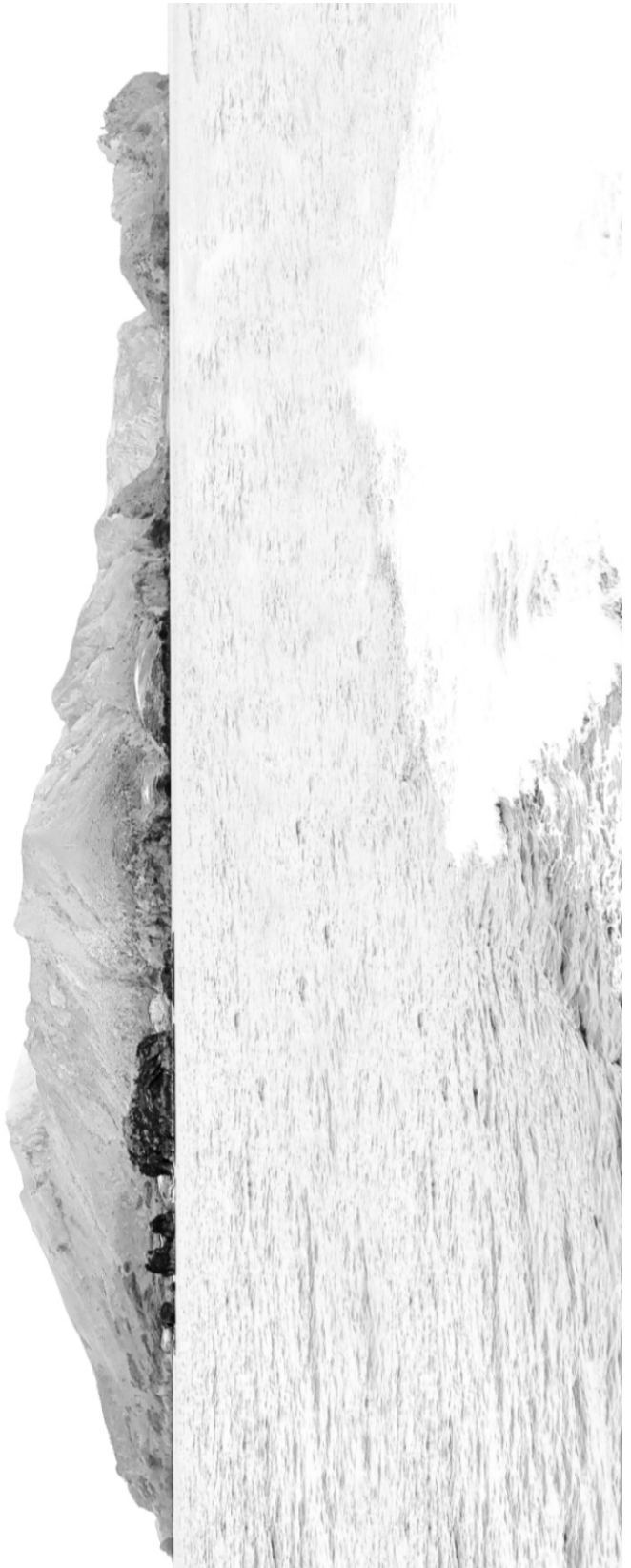
Iceberg



Your very own intercultural iceberg – take notes during the day

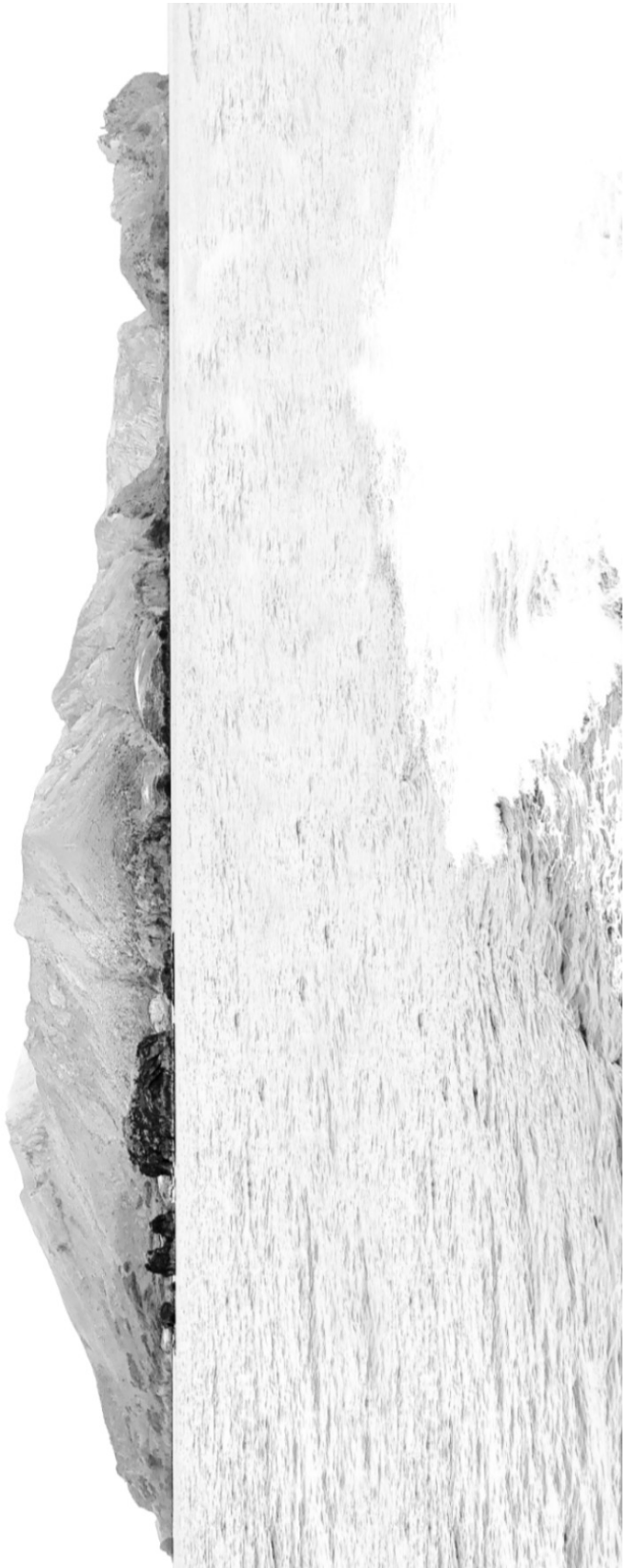


Iceberg of the country you live in – take notes during the day

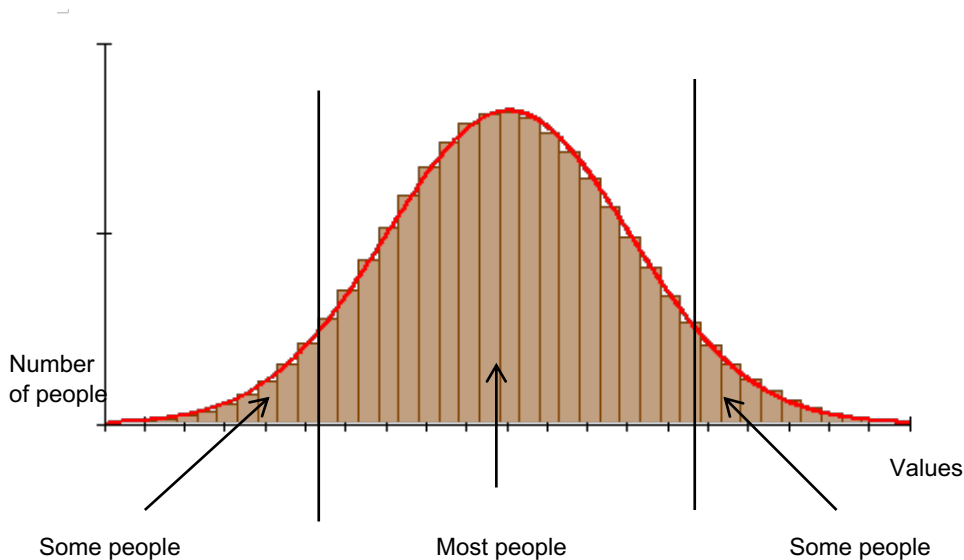




Any other country you like to remember? – take notes during the day



Stereotypes: Cultural profiles yes – blanked judgments no!!



From Nancy Adler: Communicating across Cultural Barriers:

Stereotyping involves a form of categorization that organizes our experience and guides our behavior toward ethnic and national groups. Stereotypes never describe individual behavior; rather, they describe the behavioral Communicating across Cultural Barriers for members of a particular group.

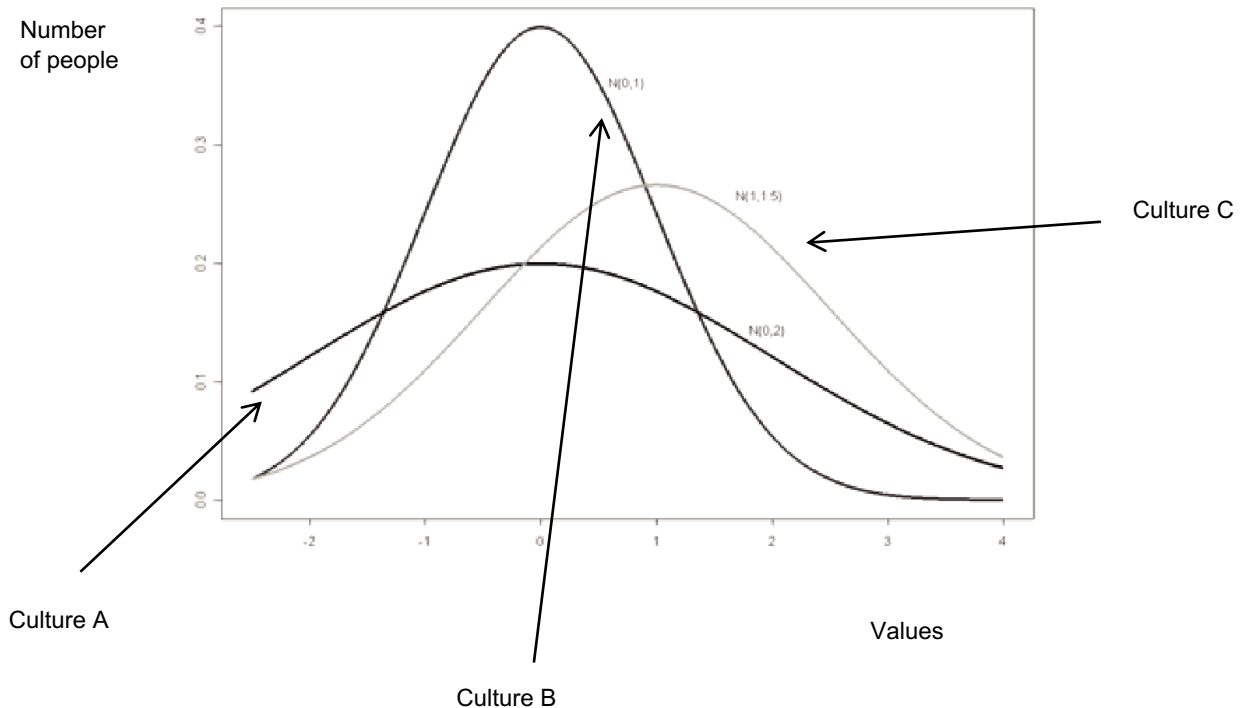
Stereotypes, like other forms of categories, can be helpful or harmful depending on how we use them. Effective stereotyping allows people to understand and act appropriately in new situations.

A stereotype can be helpful when it is

- Consciously held. The person should be aware that he or she is describing a group norm rather than the characteristics of a specific individual.
- Descriptive rather than evaluative. The stereotype should describe what people from this group will probably be like and not evaluate those people as good or bad.
- Accurate. The stereotype should accurately describe the norm for the group to which the person belongs.
- The first best guess about a group prior to having direct information about the specific person or persons involved.
- Modified, based on further observation and experience with the actual people and situations.



Cross-cultural misperception



From Nancy Adler: Communicating across Cultural Barriers:

Do the French and the Chinese see the world in the same way? No. Do Venezuelans and Ghanaians see the world in the same way? Again, no. No two national groups see the world in exactly the same way.

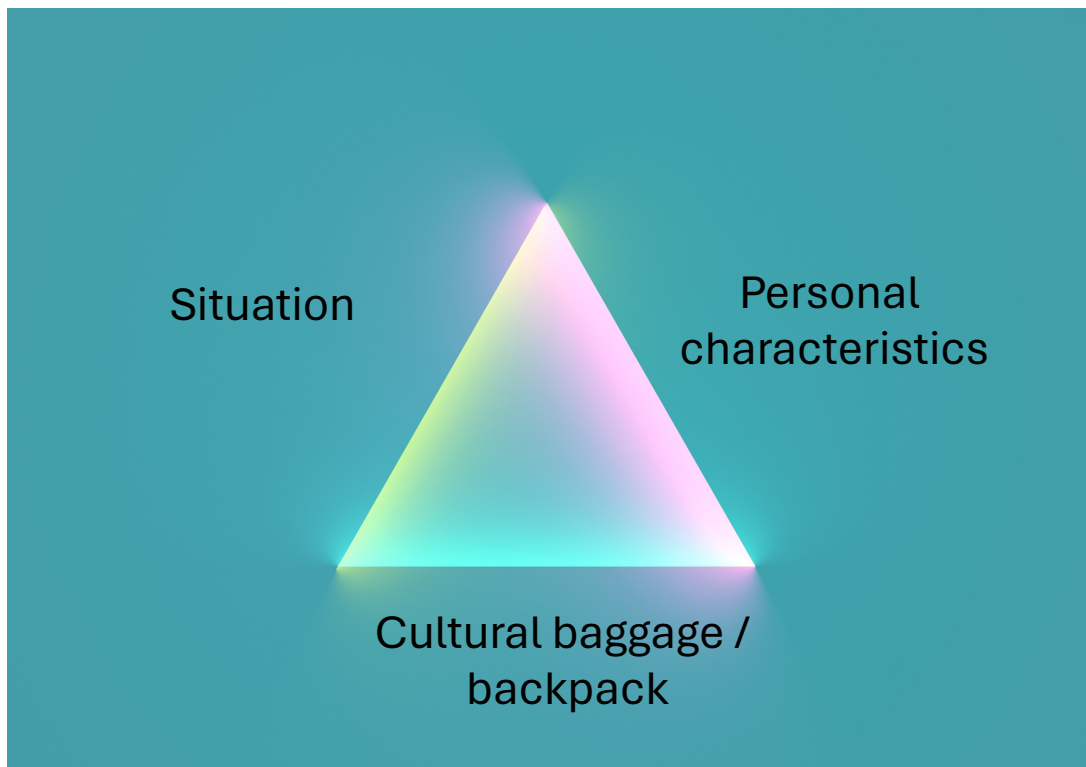
Perception is the process by which each individual selects, organizes, and evaluates stimuli from the external environment to provide meaningful experiences for himself or herself. For example, when Mexican children simultaneously viewed tachistoscopic pictures of a bullfight and a baseball game, they only remembered seeing the bullfight. Looking through the same tachistoscope, American children only remembered seeing the baseball game. Why didn't the children see both pictures? The answer lies in the nature of perception.

Perceptual patterns are neither innate nor absolute. They are selective, learned, culturally determined, consistent, and inaccurate.

- Perception is selective. At any one time there are too many stimuli in the environment for us to observe. Therefore, we screen out most of what we see, hear, taste, and feel. We screen out the overload and allow only selected information through our perceptual screen to our conscious mind.
- Perceptual patterns are learned. We are not born seeing the world in one particular way. Our experience teaches us to perceive the world in certain ways.
- Perception is culturally determined. We learn to see the world in a certain way based on our cultural background.
- Perception tends to remain constant. Once we see something in a particular way, we continue to see it that way.
- We therefore see things that do not exist, and do not see things that do exist. Our interests, values, and culture act as filters and lead us to distort, block, and even create what we choose to see and hear. We perceive what we expect to perceive. We perceive things according to what we have been trained to see, according to our cultural map.



The PKS / PCS Model



Are you a peach or a coconut?

(by Fons Trompenaars and Charles Hampden-Turner)

From Harvard Business Review: <https://hbr.org/2014/05/one-reason-cross-cultural-small-talk-is-so-tricky>

In peach cultures like the USA or Brazil people tend to be friendly ("soft") with new acquaintances. They smile frequently at strangers, move quickly to first-name usage, share information about themselves, and ask personal questions of those they hardly know. But after a little friendly interaction with a peach, you may suddenly get to the hard shell of the pit where the peach protects his real self and the relationship suddenly stops.

"On the other hand, coming from a peach culture as I do, I was equally taken aback when I came to live in Europe 14 years ago. My friendly smiles and personal comments were greeted with cold formality by the Polish, French, German, or Russian colleagues I was getting to know. I took their stony expressions as signs of arrogance, snobbishness, and even hostility.

So what do you do if, like me, you're a peach fallen amongst coconuts? Authenticity matters; if you try to be someone you're not, it never works. So go ahead and smile all you want and share as much information about your family as you like. Just don't ask personal questions of your counterparts until they bring up the subject themselves."



In coconut cultures such as Russia and Germany, people are initially more closed off from those they don't have friendships with. They rarely smile at strangers, ask casual acquaintances personal questions, or offer personal information to those they don't know intimately. But over time, as coconuts get to know you, they become gradually warmer and friendlier. And while relationships are built up slowly, they also tend to last longer. Coconuts may react to peaches in a couple of ways. Some interpret the friendliness as an offer of friendship and when people don't follow through on the unintended offer, they conclude that the peaches are disingenuous or hypocritical. "And for my coconut readers, if your peach counterpart asks how you are doing, shows you photos of their family or even invites you over for a barbecue, don't take it as an overture to deep friendship or a cloak for some hidden agenda, but as an expression of different cultural norms that you need to adjust to."



Are you a peach or a coconut?

(by Fons Trompenaars and Charles Hampden-Turner)

Coconut

- Reserved, needs time to warm up with strangers
 - Private and public life are strictly separated
 - Social distance determined by profession, social role and status (Sie)
 - Close, very intimate sharing of experiences with friends
- ## Peach
- Extroverted with strangers
 - Open and curious
 - Makes —friendsllquickly
 - Talks openly in public
 - Private and public topics and behaviour are interwoven (profession, family, free time)

Coconut thinks peach is

Negative stereotype

Superficial
Childish
Not to be taken seriously
Slippery
Uncommitted
Blah, blah, blah

Positive stereotype

Informal
Open
Friendly
Enthusiastic
Flexible
Humorous

Peach thinks coconut is

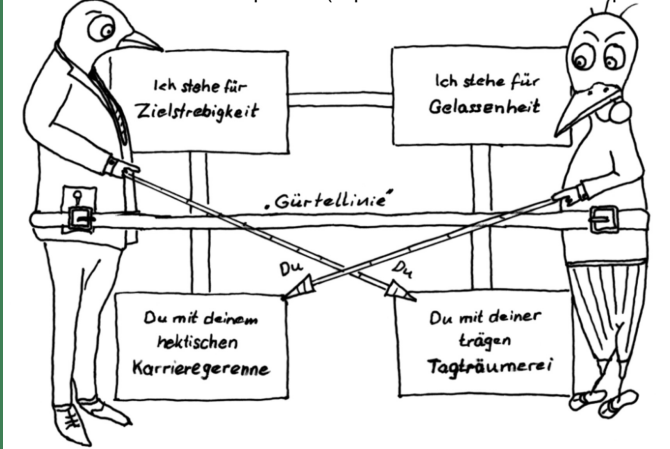
Negative stereotype

Overly reserved
Stiff
Pompous
Harsh
Unfriendly
Aggressive

Positive stereotype

Reliable
Clear
Trustworthy
Orderly
Honest
Punctual

Schulz von Thun: Wertequadrat (Square of Values and Development)



Source: Heather Robinson of
<http://www.culturaldetective.com/>



Are you a peach or a coconut?

(by Fons Trompenaars and Charles Hampden-Turner)

Peaches effective with coconuts:

Active

Do your homework

Present only the facts – no opinion or personal stories

Present in a logical sequence

Offer as many empirical measures as possible

State your case dispassionately

Stop talking when you have presented your case

Give them time to think before asking for a response

Passive

Don't take criticism personally

Coconuts effective with peaches:

Active

Start softly, e.g., ask them how they are, what they did on the weekend, etc.

Acknowledge them/compliment them on something you sincerely appreciate about them

Tell them who is effected by the issue and how tell them how you feel about the issue

Look at them

Smile

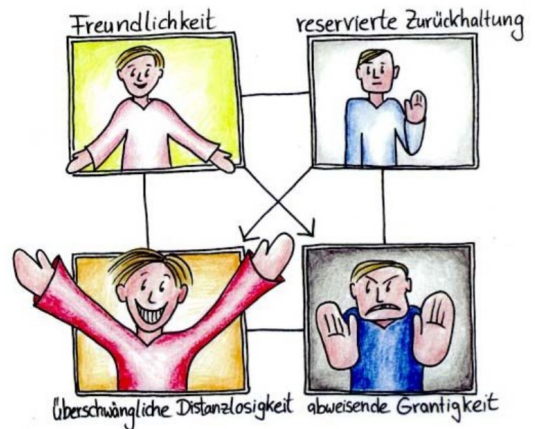
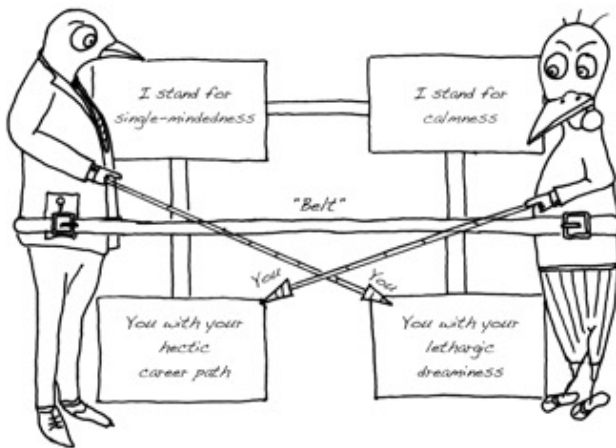
Passive

Let them talk



Square of Values, Virtues and Development

by Friedemann Schulz von Thun



Friedemann Schulz von Thun's Value and Development Square is a communication model. The premise is that every value (every virtue, every leading principle, every human attribute) has a constructive effect only in connection with a positive contrasting value, a "sister-virtue". Without this balance, a value is easily devalued to an exaggeration of itself.

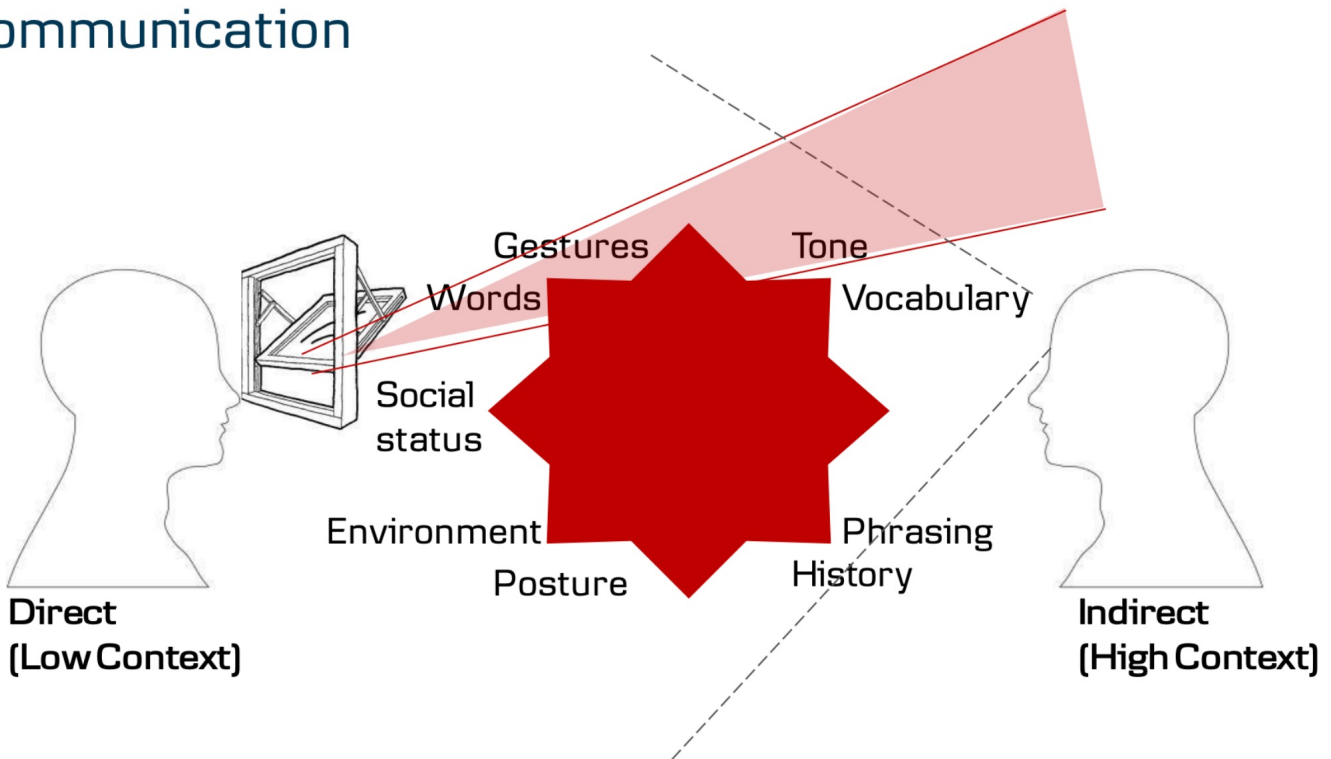
Thriftiness is a positive attribute, stinginess is not. You need a bit of generosity to balance stinginess, and a bit of thriftiness to avoid extravagance, always depending on your point of view.



High context and low context

(By Edward T. Hall)

Communication



Adapted from "Managing intercultural Differences, by Claire B. Anderson"

In a low-context society, communication is meant to be clear, to the point, and transparent. Low-context communicators say precisely what they mean. Words carry meaning and the speaker assumes others have a low shared understanding of the context of the conversation. That means the speaker is obligated to explain very explicitly and clearly what they mean. Low-context communication is often identified as a direct communication style. Meaning lies predominantly in what is said, and written and spoken communication often have the same value in carrying meaning.

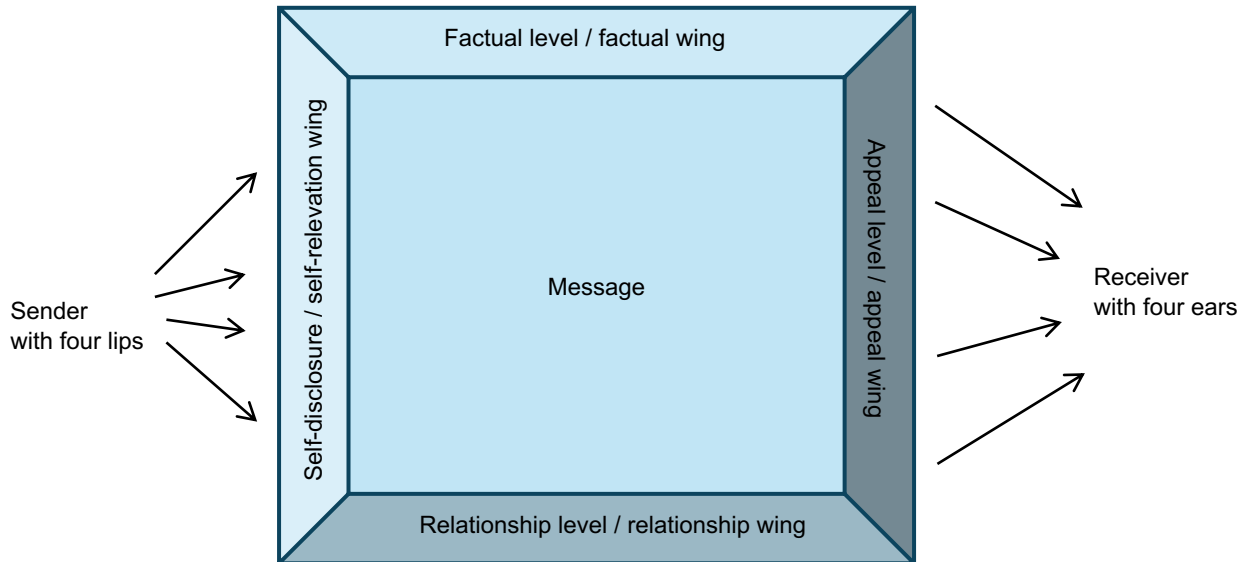
In a high-context society, speakers and listeners assume that there is a great deal of shared context and mutual, unspoken understanding. Communication is layered, nuanced, and implicit. The speaker doesn't have to say exactly what they mean because gestures, tone of voice, facial expressions, and even status and environment add meaning to the message. This means that high-context communication is often identified as an indirect communication style. Meaning lies in what is said, how it is said, who is saying it, and even by what is left unsaid. In other words: silence has meaning.

Text from: https://whatisculture.org/?page_id=77



Communication square / Four Sides Model / Vier-Ohren-Model

by Friedemann Schulz von Thun



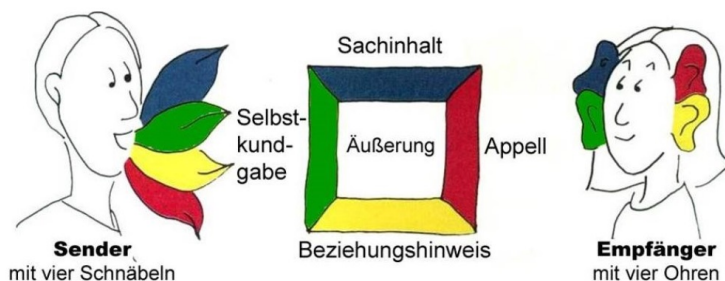
Most of our daily interactions feel smooth and effortless. But there are times when communication can be extremely complicated. These are the moments that make life difficult for many of us. Not only the content can be understood or misunderstood. Assumptions about the relationship and the way we talk to each other can be accepted or rejected. Implicit and explicit requests can be granted or not, and self-disclosure, what people show about themselves (consciously or unconsciously), will trigger something in the other person.

The Four Sides Model is Schulz von Thun's best-known model, widely used in business and non-profit organizations, comprising an essential part of leadership training and education in general.

It states that every act of human communication should be considered from four sides (objective content, self-disclosure, relational message, and appeal).

The model helps to:

- analyze annoyances, misunderstandings and conflicts,
- pay attention to verbal and non-verbal cues,
- prepare for challenging encounters,
- Improve the ability to analyze and manage differences in communication styles,
- communicate more clearly and coherently.



Time in intercultural context

- Edward Hall (1914-2009)
- is recognized as the founding father of intercultural communications. In his most popular book, *The Silent Language*, Hall explains his concept of **chronemics** (how our relationship to time affects communication) and sites many cross-cultural comparisons, among others in planning of buildings and cities.

- **Monochronic time:** In monochronic cultures things happen sequentially and great attention is paid to planning and scheduling.
-> Examples: NZ, Australia, US, UK, Germany
- **Polychronic time:** In polychronic cultures many things happen at once and there is less emphasis on „getting things done“ linearly.
-> Examples: Italy's „L'arte di arrangiarsi“ (the art of getting by, the art of making do, i.e. talent of survival mixed with staying grounded and authentic), Spain, Brazil, Argentina.

Geert Hofstede (1928-)

is a Dutch social psychologist who focuses his work on the study of cultures across nations and developed the concepts of **short-term** (fast results) and **long-term** orientation (over generations).



Time in intercultural context

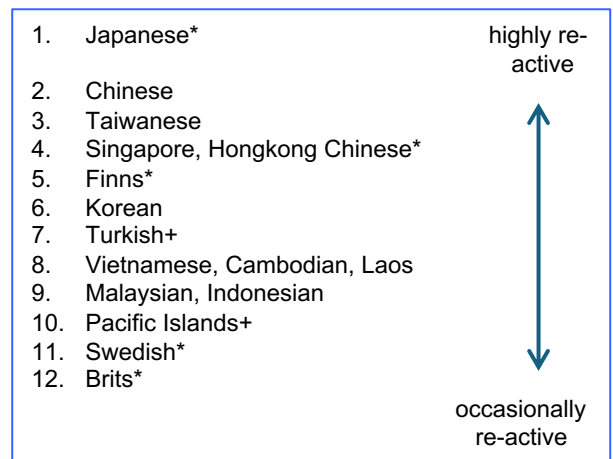
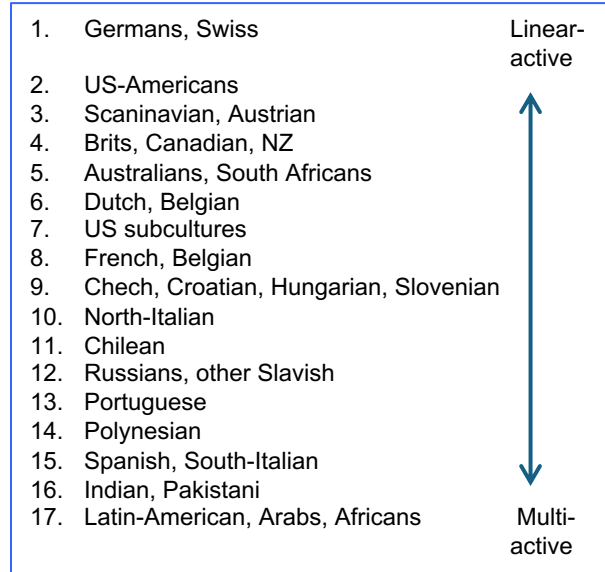
- Fons Trompenaars (1952-)
- is a Dutch organizational theorist, management consultant, and author in the field of cross-cultural communication.
- He is known for the development of his model of national culture differences, which has seven cultural dimensions:

- | | |
|--|---|
| • Universalism vs. particularism (What is more important, rules or relationships?) | |
| • Individualism vs. collectivism (communitarianism) (Do we function in a group or as individuals?) | |
| • Neutral vs. emotional (Do we display our emotions?) | |
| • Specific vs. diffuse (How separate we keep our private and working lives) | |
| • Achievement vs. ascription (Do we have to prove ourselves to receive status or is it given to us?) | |
| • Internal vs. external control (Do we control our environment or are we controlled by it?) | |
| • Sequential / linear | vs. Synchronic / cyclical |
| Time is linear and can be measured. Schedules, timeliness are more important than relationships. | Time is circular and consists of many events happening simultaneously. Time „breaths“. It is more important to dedicate time to people and unexpected events than it is to be punctual. |



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.

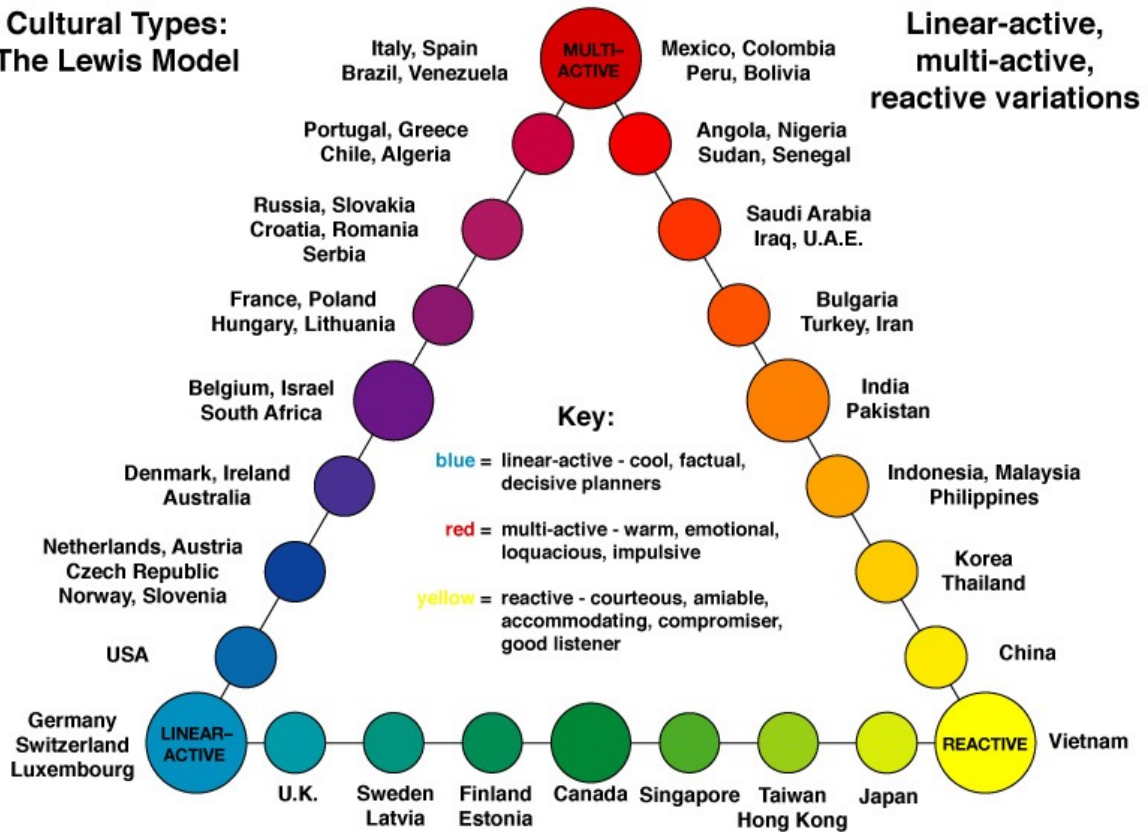


* linear-active tendencies
+ multi-active tendencies

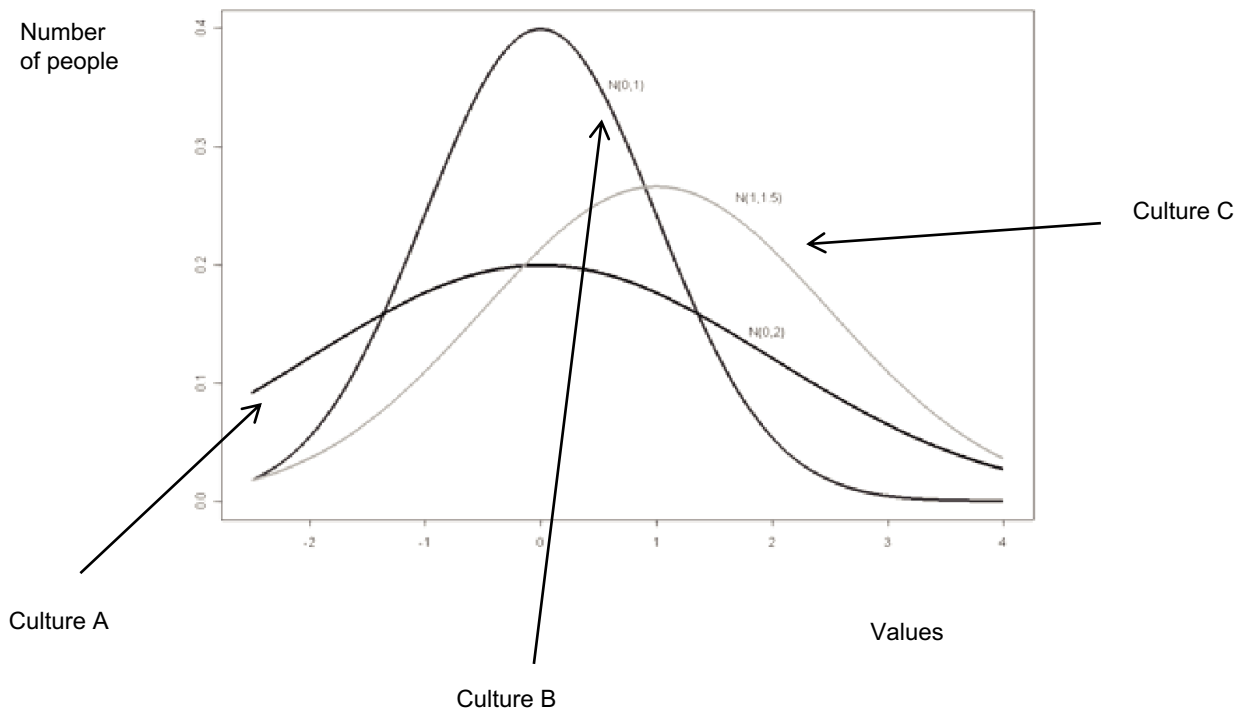


Time in intercultural context

Cultural Types: The Lewis Model



Alexander Thomas: Cultural standards



According to Thomas, cultural standards are the central characteristics of a culture. They function as an orientation system for perceiving, thinking and acting. Cultural standards can be understood as all kinds of perception, thinking, judgements and actions, that are considered normal, natural, typical and compulsory by the majority of the members of a certain culture. Individual and public behaviour is evaluated and regulated on the basis of these standards.

Routine

Once socialized, cultural standards are generally no longer consciously perceived by the members of a cultural group. They are routinized and only become apparent in overlapping situations with cultural standards of other cultural groups.

Different categories can be assumed for the classification. These categories can be described as normal, typical, still acceptable or to be rejected. A clear classification into the categories is possible because the cultural standards consist of a central norm and a tolerance range. The central norm indicates the ideal value of behavior that is shared by most members of the cultural group. The tolerance range, on the other hand, constitutes the deviation from the central norm that is still acceptable. The deviation arises from strongly heterogeneous views, which can also prevail within a cultural group. Cultural standards can include clear rules of behavior in addition to general values.



Alexander Thomas: Cultural standards Germany

- Fact-orientation: The German culture is stamped by fact-orientation. A fact-oriented behaviour is associated with professionalism and implies overall control over emotions and personal sensitivity. This is why also the communication style is determined by objectiveness. Reasoning is generally goal-oriented, weaknesses are often called out, and arguments are undermined with facts.
- Rule-orientation: There are many rules, instructions and regulations in Germany, that equally apply to everybody. There are rarely any exceptions. Offences are mostly handled through clear structures and standardised procedures. Activities and processes are organised carefully and in great detail, in order to eliminate and prevent potential errors, mistakes or obstacles well in advance.
- Direct interpersonal communication: German communication is generally direct and explicit. Verbal expression is clear, and circumstances spoken out. Even hierarchical differences between conversation partners can take a back seat in favour of "the fact".
- Interpersonal distance differentiation / separation between private and work life: A clear separation between both areas of life is typical in Germany. It is also typical to vary behaviour depending on the level at which they are interacting with the other person.
- Flat Hierarchies
- Time planning: Time is perceived as a precious good that is to be used productively and waste is to be avoided. Typical attributes are hence long-term planning, reliability in adhering to work and time plans. Reliability in terms of time / punctuality is an important attribute to assess the trustworthiness of the other person.
- Individualism
- Self-monitoring, internalised control: Self-discipline and conscientiousness are important attributes of the German culture. Most Germans take their work, their role, their duties and responsibilities very seriously.



Fact-orientation

People from:

Good specialists, competent in their field

Brazil, Indonesia, Russia, Taiwan

Qualification is key, long studies

UK

Cold thinking – logic over feelings and mercy

Spain, Hungary

Rational, reasonable

UK, Hungaria

Logical – they always have a reason

Japan

Objectivity (technology, profitability) is more important than the gut feel about something

France

Get straight to the point

Taiwan

Don't ask their business partner anything personal

Portugal

Also people in health (doctors etc.) are cool and don't talk much

France, India, USA

Cars are holy

Finland

Stingy, fussy, thrifty

UK, Korea, Hungary, Czech Republic



Appreciation of structures and rules

People from:

Orderly, organized, systematical,
loving detail, tactical, controlling

Australia, Brazil, UK, China, Finland,
France, India, Indonesia, Italy, Japan,
Korea, Mexico, Poland, Russia,
Singapore, Spain, Czech Republic,
Hungary, USA

Instructions, rules, laws everywhere,
no trust in creativity and
improvisation of humans

Australia, Belgium, Brazil, China,
Finland, UK, Italy, Korea, Mexico,
Netherlands, Poland, Sweden, Spain,
Taiwan, Czech Republic, Turkey, USA

Everywhere (also at their workplace)
bureaucratically strict

Belgium, Brazil, China, UK, Mexico,
Sweden, Spain, South Africa,
Hungary, USA

No surprises, boring, predictable

India, Italy, Czech Republic, Hungary

Inflexible, resistance against new
ideas, stubborn

Brazil, China, UK, France, India,
Japan, Korea, Sweden, Spain, Turkey,
USA

Correct others, smart-alecky, “know-
it-alls”

Finland, France, Singapore, Spain

Environmentally aware

Australia, Finland, France, UK, Italy,
Japan, Korea, Mexico, Netherlands,
Poland, Hungary, USA

Complicated waste separation

Australia, Belgium, Brazil, UK, China,
France, Korea, Netherlands, Spain,
South Africa, Taiwan



Rule-oriented, internalized control

People from:

Children are independent

Australia, Brazil, Mexico, Spain

Little relaxed and casual, few smiles, very serious, make problems bigger

Australia, Brazil, UK, China, Finland, France, Netherlands, USA

Thoroughly, detail-oriented, (too) exact, work hard and persistently, mistakes are not allowed – if they happen, the Germans will search for them and find them

China, France, India, Japan, Mexico, Netherlands, Poland, Spain, Czech Republic, Hungary, USA

Following authority, authoritarian

France, Poland, Czech Republic, Hungary, USA

Reliable and responsible, and are expecting the same from others

Bulgaria, China, France, Italy, Poland, Spain, South Africa, Czech Republic, Hungary

Angry when deviating of a plan

India, Japan

Pigheaded, self-opinionated, stiff opinion and wouldn't change it, don't admit mistakes and don't apologize easily

China, India, Italy, Japan, Sweden, Czech Republic, Hungary

Sense of justice

Czech Republic

Self-critical, look for negative attributes in themselves, feeling of guilt because of the Second World War

Finland



Time planning

Punctual (also in private life)

Appointments needed for everything (also in private life), calendar dominates life, no spontaneity, hospitality upon appointment

Regulated rest periods, boring Sundays

Opening hours everywhere (doctors, shops, offices)

Impatient for no reason

Goal oriented

Work sequentially, one task at the time (and that one specifically)

Work slowly, but thoroughly; no stress at work

Fixed breaks for small talk, then back to concentrated work

Short work hours

Little time, always in a rush

Holidays are long, holy and unchangeable, breaks and after-work hours are important

Free time is planned through, always busy, relaxing is associated with activities like exercise

People from:

Australia, Belgium, Brazil, UK, France, India, Japan, Korea, Poland, Portugal, South Africa, Czech Republic, Hungary

Brazil, UK, China, India, Japan, Korea, Poland, Spain, Hungary, Taiwan, Turkey

Australia, China, UK, Japan

Australia, China, France, Japan, Mexico, Portugal, Sweden, Singapore, Taiwan, USA

Brazil, France, India, Spain

Spain, Czech Republic, Hungary

Australia, India

India, Italy, Poland, Spain, Taiwan, Turkey, USA

France

India, Japan, Mexico

China, Russia

India, Japan, Korea, Spain

Mexico, Poland, Hungary, Turkey



Separation between private and work life

Perfectionism at work and in their role, but neutral, little personal, show little emotions

Informal meetings are difficult

Don't smile at people on the street, don't smile in stores

Little small talk at work

In public (work and private life): few are friendly, often not nice, not emotional, little small talk

At work: colleagues are often friendly and nice

Private and if they know you: very nice, hospitable, helpful

A colleague is not a friend (even if he's nice)

Life happens at home, don't go out much, very private

Important are holidays and free time, after-work hours and week-end are sharp borders

They unfreeze when there's a party

Strict gender separation man-woman: Child and work, no combination (no childcare), no female engineers, bosses are men

People from:

India, Poland, South Africa, Czech Republic, Hungary

India

UK, Japan

France, India, Russia, Turkey

India, Japan, Mexico, USA

Brazil, India, Indonesia, Japan, Spain, Turkey

Brazil, UK, Spain

China, Finland, India, Italy, Singapore

India

France, Netherlands, Poland, Sweden, Spain, India, Belgium, UK, Netherlands



Low context

People from:

Direct, clear, honest, candid, not diplomatic (unfriendly)

Australia, Brazil, UK, Bulgaria, China, India, Japan, Korea, Mexico, Spain, Turkey, Hungary, USA

Love discussions, argue in meetings, disagree, interrupt if they have an objection

Brazil, Finland, Japan, Korea, Spain

Direct criticism

Spain

Little sensitive, tough

Brazil

Help is not offered, one has to ask

Brazil, China, UK, India, Korea, Sweden, Spain, Turkey

Reply exactly to the question

Brazil

Keep a promise

Brazil, India, Spain

Yes or no – no differentiation

India, Japan

Transparent, predictable

China, Czech Republic

No humour, no sarcasm, take everything literal, no self-mockery

UK, Korea, Spain, Czech Republic, Hungary

Everything in written,, lots of writing instead of communication

India, Poland, Spain

Don't talk much, also keep silent (e.g. at lunch or dinner)

Brazil, Spain, USA



Individualism

People from:

People are independent and self-reliant, have a lot of freedom to do what they like

Brazil, India

Young people leave their own life very early

Korea, Spain, Turkey

People live as singles

India

Family is not so important, little contact to parents, grandparents, relatives; gap between generations

Brazil, China, India, Korea, Spain

Close contact to family – also as an adult

UK

Broad sense of community (groups, family, clubs)

USA

Have to say their opinion, own opinion is important

Japan

Headstrong: they say no, they disagree, they enforce

China

Individual holidays instead of plant shut-down (somebody will be on leave)

Japan, India, Spain

Lots of keys because everybody locks their things

Japan



Top 5 German values

- Order
- Openness and honesty
- Separation of private and work life
- Nature love
- Education

Top 5 US values

- Individualism
- National pride
- Equality and Justice
- Progress and Change
- Action and Achievement



Alexander Thomas: deutsche Kulturstandards

- Sachorientierung: Die deutsche Kultur ist vor allem durch „Sachlichkeit“ geprägt. Ein sachliches Verhalten wird mit Professionalität gleichgesetzt und impliziert die weitgehende Kontrolle von Emotionen und persönlichen Empfindlichkeiten. Entsprechend ist auch der Kommunikationsstil durch Sachlichkeit bestimmt. Die Argumentation ist in der Regel zielorientiert, Schwachstellen werden meist offen benannt, und es wird vorwiegend mit Fakten argumentiert.
- Regelorientierung: In Deutschland gibt es viele Vorschriften, Verordnungen und Regeln, die für alle gleichermaßen gelten. Ausnahmen werden eher selten gemacht. Für die meisten Handlungsfelder gibt es klare Strukturen und standardisierte Abläufe. Handlungen werden normalerweise sorgfältig organisiert und bis ins kleinste Detail geplant, um potenzielle Fehlerquellen und Hindernisse im Voraus zu erkennen und ihnen vorzubeugen.
- Direkte, sachorientierte Kommunikation: Der deutsche Kommunikationsstil ist im Allgemeinen direkt und explizit. Es wird in klaren Worten gesprochen, und Sachverhalte werden meist offen benannt. Es können sogar die Rangbeziehungen zwischen den Interaktionspartnern zugunsten der Diskussion der Sache in den Hintergrund treten.
- Schutz der Privatsphäre / Trennung von Lebensbereichen: Eine klare Trennung der verschiedenen Lebensbereiche ist für Deutsche typisch. Es wird in der Regel zwischen Berufsleben und Privatleben klar unterschieden. Außerdem differenzieren die meisten Deutschen ihr Verhalten je nach der Ebene, auf der sie es mit einer anderen Person zu tun haben.
- Flache Hierarchien
- Zeitplanung: In Deutschland wird Zeit als ein kostbares Gut wahrgenommen, das man möglichst nicht vergeuden, sondern produktiv nutzen soll. Typische Kennzeichen deutscher Kultur sind daher langfristige Planungen und ein möglichst zuverlässiges Erfüllen von Arbeits- und Zeitplänen. Zeitliche Zuverlässigkeit gilt in Deutschland als wichtiges Merkmal zur Bewertung der Vertrauenswürdigkeit einer Person.
- Individualismus
- Selbststeuerung, internalisierte Kontrolle: Selbstdisziplin und Pflichtbewusstsein sind wichtige Merkmale der deutschen Kultur. Die meisten Deutschen nehmen ihre Arbeit, ihre Rolle, ihre Aufgaben und die damit verbundene Verantwortung sehr ernst.



Alexander Thomas: Italienische Kulturstandards

- Familienorientierung
- Beziehungsorientierung
- Flexibler Umgang mit Regeln (L'arte di arrangarsi)
- Hierarchieorientierung
- Identitätsbewußtsein (bella figura)
- Emotionalität

Alexander Thomas: Französische Kulturstandards

- Indirekter Kommunikationsstil
- Personenorientierung
- Autoritätsorientierung
- Dynamischer Entscheidungsprozess
- Flexibilität
- Polichrones Zeitverständnis
- Nationalstolz

Alexander Thomas: Australische Kulturstandards

- Mateship
- Australischer Humor
- Egalitätsstreben
- Leistungsrelativierung
- Gelassenheit
- British Heritage
- Indirektheit im Konfliktverhalten
- Beziehungsorientierung



Hofstede: Cultural Dimensions

Hofstede defines culture as the **collective mental programming of the human mind** distinguishing one group of people from another. This programming influences patterns of thinking which are reflected in the meaning people attach to various aspects of life and which become crystallised in the institutions of a society.

Culture does not imply that everyone in a given society is programmed in the same way; differences among the values of individuals in one country tend to be bigger than the value differences between countries. Nevertheless, we can still use such country scores based on the law of the big numbers and on the fact that most of us are strongly influenced by social control. Please realise that statements about countries are generalisations and should be interpreted relative to other countries. Only by comparison a country score is meaningful.

Power Distance



This dimension deals with the fact that all individuals in societies are not equal - it expresses the attitude of the culture towards these inequalities amongst us. Power Distance is defined as the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.

Individualism



The fundamental issue addressed by this dimension is the degree of interdependence a society maintains among its members. It has to do with whether people's self-image is defined in terms of "I" or "We". In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist societies people belong to 'in groups' that take care of them in exchange for loyalty.



Hofstede: Cultural Dimensions

Motivation towards achievement and success



A high score (Decisive) on this dimension indicates that the society will be driven by competition, achievement and success, with success being defined by the winner / best in field - a value system that starts in school and continues throughout organisational life. A low score (Consensus-oriented) on the dimension means that the dominant values in society are caring for others and quality of life. A Consensus-oriented society is one where quality of life is the sign of success and standing out from the crowd is not admirable. The fundamental issue here is what motivates people, wanting to be the best (Decisive) or liking what you do (Consensus-oriented).

Uncertainty avoidance



The dimension Uncertainty Avoidance has to do with the way that a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? This ambiguity brings with it anxiety and different cultures have learnt to deal with this anxiety in different ways. The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the score on Uncertainty Avoidance.



Hofstede: Cultural Dimensions

Long term orientation



This dimension describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future, and societies prioritise these two existential goals differently. Normative societies, which score low on this dimension, for example, prefer to maintain time-honoured traditions and norms while viewing societal change with suspicion. Those with a culture which scores high, on the other hand, take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future.

Indulgence



One challenge that confronts humanity, now and in the past, is the degree to which small children are socialized. Without socialization we do not become "human". This dimension is defined as the extent to which people try to control their desires and impulses, based on the way they were raised. Relatively weak control is called "Indulgence" and relatively strong control is called "Restraint". Cultures can, therefore, be described as Indulgent or Restrained.



Trompenaars / Hampden-Turner: Cultural Dimensions

Fons Trompenaars and Charles Hampden-Turner published the Seven Dimensions of Culture in their 1998 book, "Riding The Waves of Culture: Understanding Diversity in Global Business." To develop the model, they spent 10 years researching the preferences and values of people in various cultures around the world. As part of this, they surveyed more than 46,000 managers in 40 countries. They found that people from different cultures vary in specific, even predictable, ways. This is because each culture has its own way of thinking, its own values and beliefs, and its own preferences.

Universalism

Particularism



Characteristics:

People place a high importance on laws, rules, values, and obligations. They try to deal fairly with people based on these guidelines, but rules come before relationships.

Strategies:

- Help people understand how their work ties into their values and beliefs.
- Provide clear instructions, processes and procedures.
- Keep promises and be consistent.
- Give people time to make decisions.
- Use an objective process to make decisions, and explain your thinking if others are involved in the outcome.

Typical cultures:

The U.S., Canada, the U.K, the Netherlands, Germany, Scandinavia, New Zealand, Australia, and Switzerland.

Characteristics:

People believe that their circumstances and relationships dictate the rules that they live by. Their response to a situation may change, based on what's happening in the moment, and who's involved.

Strategies:

- Give people autonomy.
- Respect others' needs when you make decisions.
- Be flexible in how you make decisions.
- Take time to build relationships and get to know people so that you can understand their needs better.
- Highlight important rules and policies that others must follow.

Typical cultures:

Russia, Latin America and China.



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Trompenaars / Hampden-Turner: Cultural Dimensions

Individualism

Communitarianism



Characteristics:

People believe in personal freedom and achievement. They believe that they must make their own decisions, and that they must take care of themselves.

Strategies:

- Praise and reward individual performance.
- Give employees autonomy to make their own decisions and to use their initiative.
- Link people's needs with those of the group or organization.
- Allow them to be creative and to learn from their mistakes.

Typical cultures:

The U.S., Canada, the U.K, Scandinavia, New Zealand, Australia, and Switzerland.

Characteristics:

People believe that the group is more important than the person, and that it provides help and safety in exchange for loyalty. The group always comes before the individual.

Strategies:

- Praise and reward group performance.
- Don't praise individuals publicly.
- Allow people to involve others in decision making.
- Don't show favoritism.

Typical cultures:

Japan and countries in Latin America and Africa.

Achievement

Ascription



Characteristics:

People believe that you are what you do, and they base your worth accordingly. These cultures value performance, no matter who you are.

Strategies:

- Reward and recognize good performance appropriately.
- Use titles only when relevant.
- Be a good role model.

Typical cultures:

The U.S., Canada, Australia, and Scandinavia.

Characteristics:

People believe that you should be valued for who you are. Power, title and position matter in these cultures, and these roles define people's behavior.

Strategies:

- Use titles, especially when they clarify people's status in an organization.
- Show respect to those in authority, particularly when challenging decisions.
- Don't "show up" people in authority.

Typical cultures:

France, Italy, Japan, and Saudi Arabia.



Trompenaars / Hampden-Turner: Cultural Dimensions

Specific

Diffuse



Characteristics:

People keep work and personal lives separate. As a result, they believe that relationships don't have much of an impact on work objectives, and they believe that people can work together without getting along personally.

Strategies:

- Be direct and to the point.
- Focus on people's objectives before you focus on strengthening relationships.
- Provide clear instructions, processes and procedures.
- Allow people to keep their work and home lives separate.

Typical cultures:

The U.S., the U.K., Switzerland, Germany, Scandinavia, and the Netherlands.

Characteristics:

People see overlap between their work and personal life. They believe that good relationships are vital to meeting business objectives. People spend time outside work hours with colleagues and clients.

Strategies:

- Focus on building a good relationship with people before you focus on business objectives.
- Find out as much as you can about the people who you work with and the organizations that you do business with.
- Be prepared to discuss business on social occasions, and to have personal discussions at work.
- Try to avoid turning down invitations to social functions

Typical cultures:

Argentina, Spain, Russia, India, and China.



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Trompenaars / Hampden-Turner: Cultural Dimensions

Neutral

Emotional



Characteristics:

People make a great effort to control their emotions. Reason influences their actions far more than their feelings. They don't reveal what they're thinking or how they're feeling.

Strategies:

- Manage your emotions effectively.
- Watch that your body language doesn't convey negativity.
- "Stick to the point" in meetings and interactions.
- Watch people's reactions carefully, as they may be reluctant to show their true emotions.

Typical cultures:

The U.S., the U.K., Switzerland, Germany, Scandinavia, and the Netherlands.

Characteristics:

People find ways to express their emotions, even spontaneously, at work. In these cultures, it's welcome and accepted to show emotion.

Strategies:

- Open up to people to build trust and rapport.
- Use emotion to communicate your objectives.
- Learn to manage conflict effectively, before it becomes personal.
- Use positive body language.
- Have a good attitude.

Typical cultures:

Argentina, Spain, Russia, India, and China.



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Trompenaars / Hampden-Turner: Cultural Dimensions

Sequential time

Synchronous time



Characteristics:

People like events to happen in logical order. They place a high value on punctuality, planning (and sticking to your plans), and staying on schedule. In this type of culture, "time is money," and people don't appreciate it when their schedule is thrown off.

Strategies:

- Focus on a few activities or projects at a time.
- Be punctual.
- Set clear deadlines, and stick to them.

Typical cultures:

Germany, the U.K. and the U.S.

Characteristics:

People see the past, present and future as interwoven periods. They often work on several projects at once, and view plans and commitments as moveable.

Strategies:

- Be flexible in how you approach work, and allow others to do the same.
- Highlight the importance of punctuality and deadlines if these are key to meeting objectives.

Typical cultures:

Japan, Argentina and Mexico.

Internal Direction

Outer direction



Characteristics:

People believe that they can control their environment to achieve their goals. This includes how they work with teams and within organizations.

Strategies:

- Allow others to develop their skills and take control of their learning.
- Set clear objectives that people agree with.
- Be open about disagreements, and allow people to engage in constructive conflict.

Typical cultures:

Israel, the U.S., Australia, New Zealand, and the U.K.

Characteristics:

Provide people with the support and resources to do their jobs effectively. • Give them direction and regular feedback, so that they know the results of their actions. • Reassure people that they're doing a good job. • Manage conflict quickly and quietly. • Do whatever you can to boost people's confidence. • Encourage others to take responsibility for their work.

Strategies:

- Be flexible in how you approach work, and allow others to do the same.
- Highlight the importance of punctuality and deadlines if these are key to meeting objectives.

Typical cultures:

China, Russia and Saudi Arabia.



Trompenaars / Hampden-Turner: Cultural Dimensions

Achievement

Ascription



Characteristics:

People believe that you are what you do, and they base your worth accordingly. These cultures value performance, no matter who you are.

Strategies:

- Reward and recognize good performance appropriately.
- Use titles only when relevant.
- Be a good role model.

Typical cultures:

The U.S., Canada, Australia, and Scandinavia.

Characteristics:

People believe that you should be valued for who you are. Power, title and position matter in these cultures, and these roles define people's behavior.

Strategies:

- Use titles, especially when they clarify people's status in an organization.
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- Don't "show up" people in authority.

Typical cultures:

France, Italy, Japan, and Saudi Arabia.



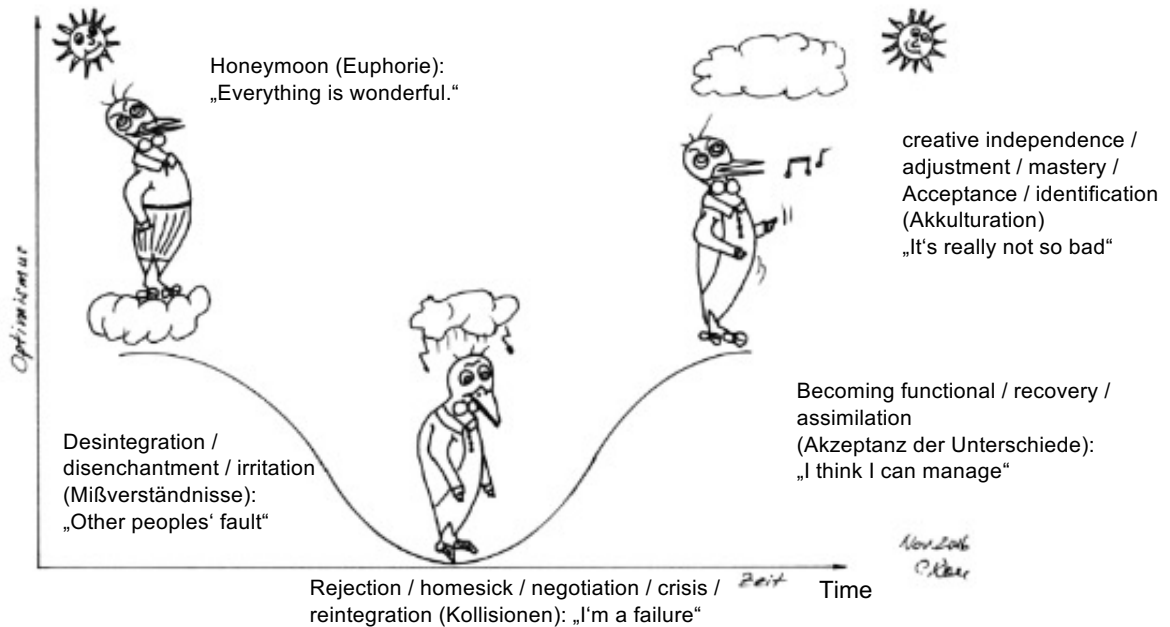
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Culture Shock Curve

Willingness
to adapt



Honeymoon:

New experiences are exciting, you feel fortunate for having the opportunity of moving overseas. People are friendly and you smile a lot, you are in control, your own sense of culture is not threatened.

-> Be a tourist! Send postcards home while you're feeling so positive. Book a holiday six Months ahead for you to look forward to. Make contacts through clubs and associations. Sign up for activities, join a language course

Creative independence:

You are generally successful in communications with locals, enjoying being where you are, adapt at finding things, no longer stereotyping, understanding local customs.

-> Review your lifestyle for areas that need improving, if leaving, tie up any loose ends and farewell people properly, maintain key relationships.

Desintegration:

Daily frustrations can build into disillusionment, the big things of home loom large. Discussions with other expats reinforce the difficulties of the new culture. Self-doubt and depression may set in.

-> Look after yourself, treat yourself to a massage, exercise, avoid alcohol and over-eating, keep a journal, get out and be with people, continue language practice, keep busy, set daily goals, and make the effort to achieve them. List the goals you had for your Time overseas and get started.

Becoming functional:

Feeling in control and positive again about being where you are. Self-understanding and more tolerance of others, a sense of comfort operating in the host culture. You're helping others get through their adjustments.

-> Try new things and explore the culture, practice the language, buy some local home furnishings, do the things you intended to do while in this country before it's time to leave.

Reintegration:

A sense of standing up to the things and people that are frustrating you, racial generalisations and rejection of host culture, determination to work things out and get things done.

-> Build your network of friends, take that you booked before, continue language study, spend time with people to enjoy being there.

Source: Marx, E., Breaking through Culture Shock



Five value-based questions to keep in mind

- What is important for you / your culture?
- How is respect gained and shown in your culture
- What actions must I avoid at all cost to avoid offence or keep respect?
- What is an acceptable way of saying “no”?
- What would you like to know about me / my culture?



German	In English	Value
Der Teufel liegt im Detail	The devil is in the details	Planungssicherheit, Detailliebe, Organisationstalent, Unsicherheitsvermeidung (Hofstede), task orientation
Wir sind unter uns	We are among ourselves	Heimatverbundenheit
Alles in Ordnung	All in order	Planungssicherheit, Detailliebe, Organisationstalent, Unsicherheitsvermeidung (Hofstede), task orientation, desire for order
Bruderschaft trinken	Drinking brotherhood	Sie->Du
Heimat	Traditional home and hearth	Heimatverbundenheit
Kinder, Küche, Kirche	Children, kitchen, church	Religion, tradition
Ordnung ist das halbe Leben		
Ende gut, alles gut.		
Erst die Arbeit, dann das Vergnügen.	Work before pleasure	Task orientation, hard-working
Dienst ist Dienst und Schnaps ist Schnaps.	Duty is Duty, Schnaps is Schnaps.	Task orientation, hard-working
Schadenfreude, Zweisamkeit, Männerfreundschaft, Lebensgefährtin		



Intercultural joke

A Ship sank in high seas and the following people got stranded on a beautiful deserted island in the middle of nowhere:

2 Italian men and 1 Italian woman

2 French men and 1 French woman

2 German men and 1 German woman

2 Greek men and 1 Greek woman

2 Polish men and 1 Polish woman

2 Mexican men and 1 Mexican woman

2 Irish men and 1 Irish woman

2 Indian men and 1 Indian woman

2 Pakistani men and 1 Pakistani woman

One month later, on various parts of the island, the following was observed:

One Italian man killed the other Italian man for the Italian woman.

The two French men and the French woman are living happily together.

The two German men have a strict schedule of when they alternate with the German woman.

The two Greek men are sleeping together, and the Greek woman is cooking and cleaning for them.

The two Polish men took a long look at the endless ocean and a long look at the Polish woman, and they started swimming.

The two Mexican men are talking to all the other men on the island trying to sell them the Mexican woman.

The two Irish men began by dividing up their part of the island into Northern and Southern parts, and by setting up a distillery. They do not remember the Irish woman because it gets sort of foggy after the first few liters of coconut whiskey; but at least the English are not getting any.

The two Indian men are still waiting for someone to introduce them to the Indian woman.

The two Pakistani men are looking for a piece of paper so they can throw their phone number at the Pakistani woman.



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