



Intercultural Communication

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2: Key Models & Theorists



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Last time we....

- Introduced the module
- Identified key concepts of culture and communication
- Tested our existing knowledge of the subject
- Looked at the assessments
- Examined cultural change around the world
- Looked at what we have in common, and what's different
- Examined the key characteristics of communication

Today's objectives

- Understand the concept of cultural dimensions
- Examine Hofstede's five dimensional model
- Criticise Hofstede's methodology
- Understand GLOBE's cultural constructs
- Appreciate cultural clustering
- Note the relationship between a society's values and its cultural organisations

Activity: Peeling a Banana



Context:

Managing people from different cultures

‘Differences in national culture may have a bearing on how organisations deal with each other and also on behaviour within organisations which comprise a mix of nationalities.’ Brooks

‘Managers must develop organisational systems that are flexible enough to take into account the meaning of work and the relative value of rewards within the range of cultures where they operate.’ Francesco and Gold

Context: 10 Attributes of the Global Manager

(French, 2011)

- Be culturally sensitive and adaptable
- Solve problems quickly and under different circumstances
- Motivate and communicate well with people from different cultures
- Understand different government and political systems
- Manage and create a sustainable environment
- Convey a positive attitude and enthusiasm when dealing with others
- Manage in both traditional and virtual worlds
- View different economies as part of a single global market
- Negotiate effectively in different business environments
- Manage the triple bottom line: society, economy and the environment

Dimensions of culture in business

- **National cultural dimensions in the business context**
 - Hofstede's five- dimensional model
- **Cultural dimensions according to GLOBE**
 - The **G**lobal **L**eadership & **o**rganisational **B**ehaviour **E**ffectiveness research programme

Key dimensions of culture

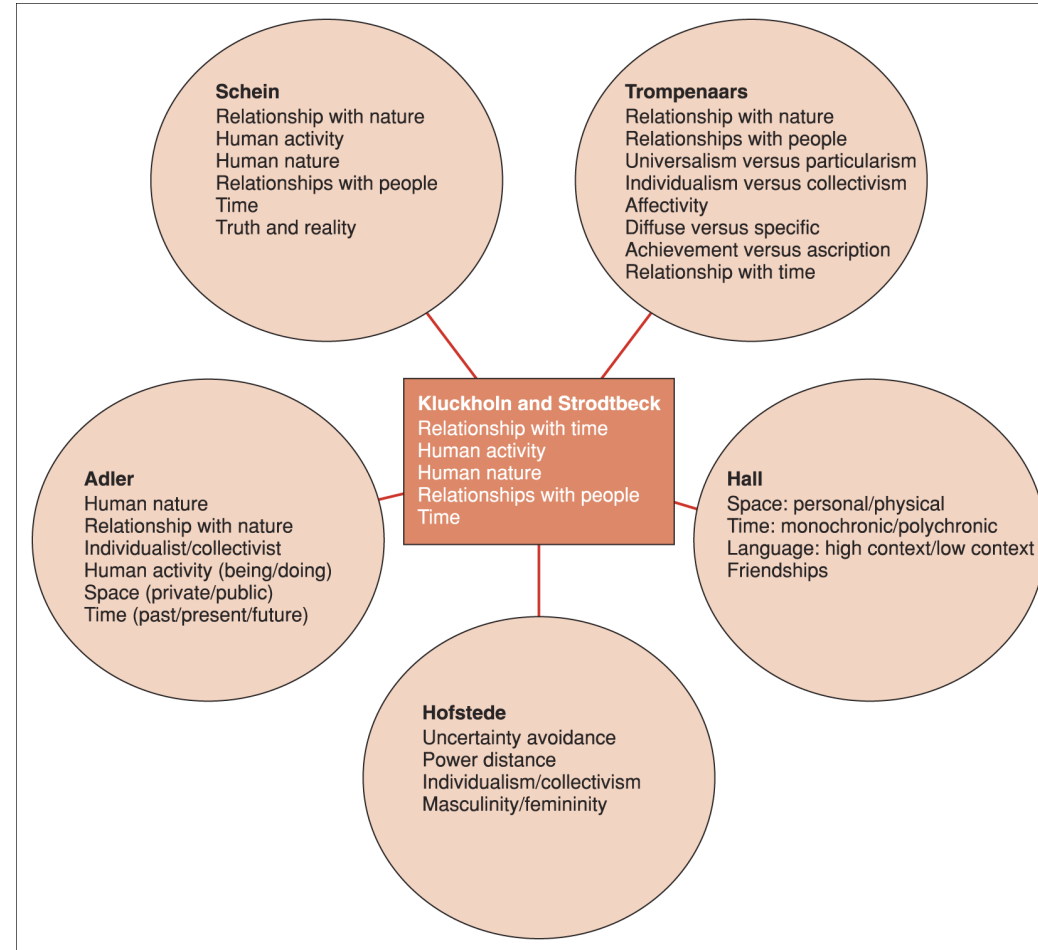


Figure 1.2 Key dimensions of culture

Source: Schneider and Barsoux (2003): 34

Basic cultural orientations

- **Kluckhohn & Strodtbeck (1961):**

Field of social anthropology

- **Value orientations** related to the

- nature of people
- people's relationship to nature
- relationship to other people
- modality of human activity
- temporal focus of human activity

Value Orientation Theory



- Kluckhohn and Strodtbeck (1961): all human cultures are confronted with universally shared problems:
 - What is a human being's relation to nature?
(**human being–nature orientation** or **worldview**)
 - What is the modality of human activity? (**activity orientation**)
 - What is the temporal focus of human life? (**time orientation**)
 - What is the character of innate human nature?
(**human nature orientation**)
 - What is the relationship of the individual to others?
(**relational orientation**)
- The Kluckhohn and Strodtbeck value orientations can be used to describe various cultures and, therefore, provide a systematic way of comparing cultural values

Relation to Nature



- **Worldview:** a culture's most fundamental beliefs about its place in the cosmos, beliefs about God, and beliefs about the nature of humanity and nature
- Huntington (1993, 1996): eight major **cultural zones**, including Western Christianity, the Orthodox world, the Islamic world, and the Confucian, Japanese, Hindu, African, and Latin American zones
- The European conservative Protestant worldview dominates U.S. culture; among the world's industrialized nations, the United States is the most religious

Relation to Nature



Samovar et al. (1981): three parts to worldview: individual-and-nature relationship, science and technology, and materialism

- **Individual-and-nature relationship:** in the United States, people typically make a clear and separate distinction between human life and nature, valuing nature but clearly placing a higher value on human life
- **Science and technology:** in the U.S., people have a strong faith in the scientific method of solving problems; it's a common belief that events have causes, causes can be discovered, and humans can and should alter the relationship
- **Materialism:** if there is one value that most of the rest of the world attributes to the United States, it is materialism, or the belief that possessions are important in life

Modality of Human Activity



- **Activity orientation** refers to the use of time for self-expression and play, self-improvement and development, and work
- **Work:** People in the United States have a special feeling about jobs, defining self and others by occupation; work becomes part of one's identity
- **Efficiency and practicality:**
People in the United States are perceived as placing such a high value on time that “efficiency experts,” whose emphasis is on getting things done on time, cause lives to be organized so that the most can be accomplished
As a culture, the United States is less likely to make short-term sacrifices for long-term gain because progress is judged so much by monthly and quarterly goals

Modality of Human Activity

- **Progress and change:**



People in the United States generally believe that change is good, the new is better than the old.

The new is often adopted without critically examining its effect on other aspects of culture.

The willingness to accept change also explains why the U.S. has one of the highest moving house rates in the world.

The belief that progress and change are good is associated with technological developments and advancement

Temporal Focus of Human Life



- **Temporal orientation** refers to cultures' conceptions of time
- In the United States, time is viewed as a commodity ("time is money," "how much time do you have?" "don't waste time," "budget your time")
- When time is thought of as a commodity, one needs to be constantly aware of it; time clocks are everywhere: in homes, in cars, at work sites, on wrists, at organised play sites
- When time is viewed in a linear fashion, it obviously has a past, a present, and a future; most will admit to being motivated by the future in how to act in the present

Character of Innate Human Nature

- **Human nature orientation** refers to addressing the questions: What does it mean to be human? What is human nature? What are human rights and responsibilities?
- **Goodness:** It has been argued that the Puritan ancestry of the United States suggests that people are born evil but have the potential to be good, and that to achieve good, one must discipline the self; others argue that contemporary beliefs in the U.S. are that people are born with a potential for both good and evil
- **Rationality:** if you believe that humans have the potential for both good and evil, you also believe that humans have free will and therefore responsibility for their actions; consistent with the belief in the scientific method; the fundamental reason for the rise of the West was an extraordinary faith in reason (science, democracy, capitalism)



Character of Innate Human Nature

- **Mutability:** the belief that human nature can be changed by society.
The belief that education is a positive force in improving human nature.
The belief that the prison system can rehabilitate wrongdoers, that although an individual chose to do evil, that individual can be changed by society to choose to do good
- **Counterarguments to mutability:**
Scientists linking biology to behavior are finding a substantial genetic underpinning for human behavior (e.g. genetic role in intelligence, aggression)
Public debate also extends to whether unhealthy circumstances can lead individuals to do evil (e.g. child abuse)

Relationship to Others

- **Relational orientation** refers to perceptions of the self and the ways society is organized; persons of diverse cultures tend to have differing perceptions of the self
- In U.S. culture, people tend to define the self in terms of one's role and responsibilities in the society, in terms of occupation or profession, rather than in terms of family or other relationships



Relationship to Others

- **Individualism:** the most distinctive and perhaps permanent characteristics of the U.S. character are independence and individuality; reflected on views about naming children, marriage and love, life after death; when working in groups and organisations adults are encouraged to accept responsibility as separate, independent individuals
- **Self-motivation:** in the U.S. the prevalent belief is that individuals should set their own goals and then pursue them independently; competition, unlikeliness to favor government redistribution of income
- **Social organisation:** equality is an important cultural myth in the United States, although beliefs may appear contradictory to actions; people in the United States tend to emphasize conformity to modern or future-oriented norms

Understanding culture and management

- Research on communication
 - **Edward Hall**
- Research on different organisational functions
 - **Nancy Adler**
- Research on organisational culture
 - **Edgar Schein**
- Research on national culture
 - **Geert Hofstede**
 - **Fons Trompenaars**

Variations in value orientations

Basic questions	Range of responses		
What is the character of human nature?	Good	A mixture of good and evil	Evil
What is man's relationship to nature?	Man dominates	Harmony between man and nature	Nature dominates
What is the time focus of human activity?	Past	Present	Future
What is the modality of human activity?	Spontaneous expression of desires	All-round development of self	Achieving measurable goals
What is the relationship of man to man?	Hierarchical	Collectivist	Individualist

Table 2.1 Variations in value orientations

Source: adapted from Kluckhohn and Strodtbeck (1961): 11–12

Hofstede's dimensions (1980)

- Hofstede was one of the first researchers to analyse the influence of NATIONAL culture on management practices
- Empirical study at large multinational company (IBM)
 - 66 national subsidiaries
 - 116,000 questionnaires
 - 60 out of 150 questions concerned values and opinions

Hofstede described culture as 'the collective programming of the mind which distinguishes the members of one human group from another' (1980: 25)

When elaborating on his definition, he says: 'Culture, in this sense, includes systems of values; and values are among the building blocks of culture'.

Factors affecting national culture

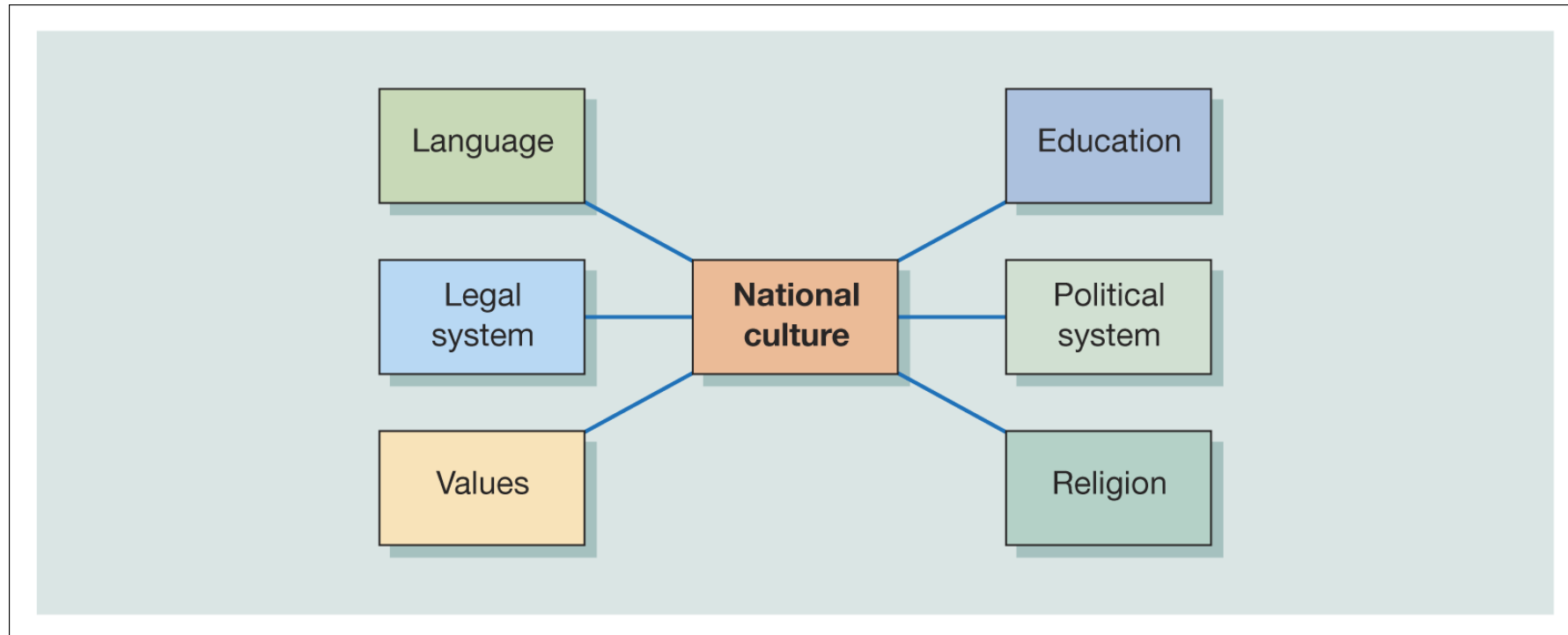


Figure 1.6 Factors affecting national culture

Source: From Brooks, I., *Organisational Behaviour: Individuals, Groups and Organisation*, Third Edition, Financial Times Prentice Hall (2006), p. 272, with permission from Pearson Education Ltd. Taken from Mullins (2010)

Four aspects of national culture- Hofstede's original model

Power distance

Attitudes to authority;

Distance between people in a hierarchy

Uncertainty avoidance

Degree of tolerance for uncertainty or instability

Individualism/Collectivism

Independence and interdependence

Loyalty towards oneself and a group

Masculinity/Femininity

Importance of work goals v personal goals

The fifth dimension

PLUS

Short-term versus long-term orientation

- NOT found in the data used to determine the original dimensions (Hofstede, 2001)
- Emerges from the Chinese Values Survey (1985) which contained a Confucian dynamism scale.

<http://youtu.be/6gJzRS0I7tA>

The Hofstede Dimensions

- Hofstede identified four dimensions that he labeled **individualism-collectivism**, **masculinity-femininity**, **power distance**, and **uncertainty avoidance**
- Hofstede and co-authors later identified a fifth dimension and a sixth dimension, a Confucian work dynamism or **long-term orientation versus short-term orientation to life** (1984); and **indulgence versus self-restraint** (2010)





Individualism Versus Collectivism

- This dimension refers to how people define themselves and their relationships with others
- In an **individualist culture**, the interest of the individual prevails over the interests of the group; ties between individuals are loose; people look after themselves and their immediate families; what a person does defines that person; direct communication style
- In a **collectivist culture**, the interest of the group prevails over the interest of the individual; people are integrated into strong, cohesive in-groups that continue throughout a lifetime to protect in exchange for unquestioning loyalty; who a person is connected with defines that person; indirect communication style

Collectivist/Individualist dimension

Collectivist	Individualist
'We' mentality	'I' mentality
Identity is based on one's social group	Identity is based on the individual
Decisions are primarily made according to what is best for the group	Decisions are based primarily on individual needs
Relationships prevail over task	Tasks prevail over relationships
Focus is on belonging to an organization	Focus is on individual initiative and achievement
Values differ according to the group (particularism)	Value standards apply to all (universalism)

Table 2.3 Extremes of Hofstede's 'collectivist/individualist' dimension

Individualism Versus Collectivism

Hofstede's data revealed four associations with this dimension:

- **Wealth:** there is a strong relationship between a nation's wealth and individualism
- **Geography:** countries with moderate and cold climates tend to show more individualism
- **Birth rates:** Countries with higher birth rates tend to be collectivist
- **History:** Confucian countries are collectivist; regions heavily populated by European migrants (North America, Australia, and New Zealand) are individualist

Individualism Rankings

Individualism Rankings		
1. United States	10–11. France	21. India
2. Australia	12. Ireland	22–23. Japan
3. Great Britain	13. Norway	22–23. Argentina
4. Canada	14. Switzerland	24. Iran
5. The Netherlands	15. Germany	25. Jamaica
6. New Zealand	16. South Africa	26–27. Brazil
7. Italy	17. Finland	26–27. Arab countries
8. Belgium	18. Austria	28. Turkey
9. Denmark	19. Israel	29. Uruguay
10–11. Sweden	20. Spain	30. Greece

Hofstede, 2001

Power Distance



- This dimension refers to the way the culture deals with inequalities; the extent to which less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally
- In cultures with **high power distance**, children are expected to be obedient toward parents; people are expected to display respect for those of higher status; power and influence are concentrated in the hands of a few rather than distributed throughout the population
- Two indicators of power distance are **income** and **wealth distribution**; taking into account these indicators, the United States is becoming higher in power distance

Low/High power distance dimension

Low power distance	High power distance
There should be a minimum of inequality since it can exploit others	Inequality is unavoidable and everyone has the place they deserve
If there is a hierarchy in an organization it is only for the sake of convenience	Hierarchy in an organization reflects natural differences
People who are superiors or subordinates are all the same	Superiors or subordinates are different kinds of people
Everyone should enjoy the same privileges; there should be no status symbols	Power-holders are entitled to privileges and status symbols
Subordinates should be consulted	Subordinates should be told what to do
Individuality is to be respected	Authority is to be respected
The manager should be a resourceful democrat	The manager should be a benevolent autocrat

Table 2.2 Extremes of Hofstede's 'power distance' dimension

Power Distance

Hofstede's data revealed four associations with this dimension:

- **Geographic latitude:** higher latitudes are associated with lower power distance
- **Population:** large populations are associated with high power distance
- **Wealth:** national wealth is associated with low power distance
- **History:** countries with a Romance language (Spanish, Portuguese, Italian, French) score medium to high, as do Confucian cultural inheritance countries; countries with a Germanic language (German, English, Dutch, Danish, Norwegian, Swedish) score low

Power Distance Rankings

Power Distance Rankings		
1. Malaysia	10–11. West Africa	21–23. East Africa
2–3. Guatemala	12. Yugoslavia	21–23. Peru
2–3. Panama	13. Singapore	21–23. Thailand
4. Philippines	14. Brazil	24–25. Chile
5–6. Mexico	15–16. France	24–25. Portugal
5–6. Venezuela	15–16. Hong Kong	26. Uruguay
7. Arab countries	17. Colombia	27–28. Greece
8–9. Ecuador	18–19. El Salvador	27–28. South Korea
8–9. Indonesia	18–19. Turkey	29–30. Iran
10–11. India	20. Belgium	29–30. Taiwan

Hofstede, 2001

Masculine/Feminine dimension

Masculinity	Femininity
Distinct gender roles	Fluid gender roles
Men are assertive, women are nurturing	Men and women in nurturing roles
Stress on competition and performance	Stress on co-operation and environmental awareness
Acquisition of wealth	Quality of life
Ambition motivates	Service motivates
Live to work	Work to live
Sympathy for the successful achiever	Sympathy for the unfortunate
Independence ideal	Interdependence ideal
Managers are expected to be decisive and assertive	Managers use intuition and strive for consensus

Table 2.4 Extremes of the 'masculine/feminine' dimension

Masculinity Versus Femininity

- Hofstede (1980) found that women's social role varied less from culture to culture than men's
- He labeled as **masculine cultures** those that strive for maximal distinction between what women and men are expected to do; cultures that place high values on masculine traits stress assertiveness, competition, and material success
- He labeled as **feminine cultures** those that permit more overlapping social roles for the sexes; cultures that place high value on feminine traits stress quality of life, interpersonal relationships, and concern for the weak



Masculinity Versus Femininity

Hofstede's data revealed two associations with this dimension:

- **Geography:** feminine cultures are somewhat more likely in colder climates
- **Birth rates:** in feminine cultures, the woman has a stronger say in the number of children; in masculine cultures, the man determines family size



Masculinity Rankings

Masculinity Rankings		
1. Japan	11–12. Philippines	20–21. India
2. Austria	11–12. Colombia	22–23. Belgium
3. Venezuela	13–14. South Africa	22–23. Arab countries
4–5. Italy	13–14. Ecuador	24. Canada
4–5. Switzerland	15. United States	25–26. Malaysia
6. Mexico	16. Australia	25–26. Pakistan
7–8. Ireland	17. New Zealand	27. Brazil
7–8. Jamaica	18–19. Greece	28. Singapore
9–10. Great Britain	18–19. Hong Kong	29. Israel
9–10. Germany	20–21. Argentina	30. Indonesia

Hofstede, 2001

Low/High uncertainty avoidance dimension

Low uncertainty avoidance	High uncertainty avoidance
Uncertainty is a fact of life: take things as they come	Uncertainty in life is threatening and must be reduced
Deviance is not a threat	Intolerant of deviant persons and ideas
Ambiguity is tolerated	Predictability and clarity are preferable
Readiness to take risks	Concern about security
Toleration of innovation	Resistance to change
The fewer rules there are the better	Formal rules and regulations are necessary
Competition and conflict can be constructive	Consensus is better than conflict
Belief in generalists and common sense	Belief in experts and their knowledge
Hard work as such is not a virtue	There is an inner urge to work hard

Table 2.5 Extremes for Hofstede's 'uncertainty avoidance' dimension

Uncertainty Avoidance

- This dimension refers to the extent to which people in a culture feel threatened by uncertain or unknown situations
- **Cultures strong in uncertainty avoidance** are active, aggressive, emotional, compulsive, security seeking, intolerant
- **Cultures weak in uncertainty avoidance** are contemplative, less aggressive, unemotional, relaxed, accepting of personal risks, and relatively tolerant
- Associations with this dimension:
 - Religion:** Orthodox, Roman Catholic Christian - high; Judaic, Muslim - medium; Protestant Christian, Eastern religion - low
 - History:** history of Roman codified laws - high; Confucian tradition - lower

The effect of Hofstede's four dimensions on issues in management and business

Power distance	Low	High
Organizational structure	Relatively flat	Hierarchical pyramid
Status symbols	Relatively unimportant	Very important
Importance of 'face'	Face-saving less important	Face-saving Important
Participative management	Possible	Not possible
Role of manager	Facilitator	Expert
Uncertainty avoidance	Low	High
Corporate plans	Seen as guidelines	Seen as important to follow
Competition	Seen as advantageous	Seen as damaging
Budgeting systems	Flexible	Inflexible
Control systems	Loose	Tight
Risk	Take	Avoid
Individualism	Collectivist	Individualist
Decision-making	Group consensus	Individual
Reward systems	Group-based	Individual/Based on merit
Ethics/values	Particularism	Universalism
Organizational concern	Look after employees	Employees look after selves
Masculinity/Femininity	Masculine	Feminine
Valued rewards	Money, performance	Quality of life
Networking	Important for performance	Important for relationships
Interpersonal focus	Getting the task done	Maintaining relationships
Basis for motivation	Ambition - getting ahead	Service to others

Table 2.6 The effect of Hofstede's four dimensions on issues in management and business

Source: <http://homepage.psy.utexas.edu/homepage/class/Psy365M/Merritt/HOFcharts.html>, accessed 8 April 2007

The 5th dimension: Short/Long-term orientation

Short-term orientation	Long-term orientation
Need for achievement, self-determination	Need for accountability, self-discipline
Loyalty towards others can vary according to the needs of business	Develop and maintain lifelong personal networks
People should be rewarded according to their abilities	Large social and economic differences should not be tolerated
Stress is on short-term profits	Stress is on future market position
Managers and employees are in different camps	Owner-managers and workers share the same aspirations

Table 2.7 Hofstede's fifth dimension

Long-Term Versus Short-Term Orientation

- In 1987, the Chinese Culture Connection, composed of Michael H. Bond and others, extended Hofstede's work to include a new dimension
- Countries high in Confucian work dynamism are Hong Kong, Taiwan, Japan, South Korea, and Singapore, popularly referred to as the Five Economic Dragons
- **Long-term orientation** encourages thrift, savings, perseverance toward results, and a willingness to subordinate oneself for a purpose
- **Short-term orientation** is consistent with spending to keep up with social pressure, less savings, preference for quick results, and a concern with face

Indulgence Versus Self-Restraint

- **Indulgence:** a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun; **restraint:** a conviction that such gratification needs to be curbed and regulated by strict social norms
- **Indulgent cultures:** a higher percentage of very happy people, a higher importance placed on leisure, more extroverted personalities, lower death rate from cardiovascular diseases
- **Restrained cultures:** a lower percentage of very happy people, a perception of helplessness, more neurotic personalities, higher death rates from cardiovascular diseases
- Indulgence scores are highest in Latin America, parts of Africa, the Anglo world and Nordic Europe; restraint is mostly found in East Asia, Eastern Europe, and the Muslim world

Criticisms of Hofstede

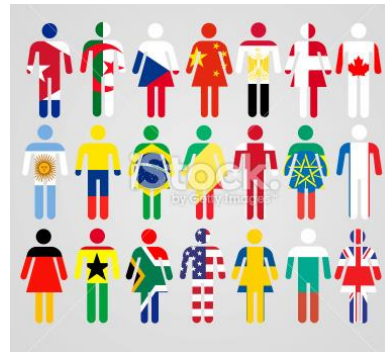
- Nations are not the best units for studying cultures; counterargument: in a large global corporation, employees perceive their nation-states as the frame of reference or identity
- Hofstede's survey data are based on a small sample: 117,000 questionnaires from 40 countries (1968-1969 and 1970-1973), for only 6 countries the number of respondents exceeded 1,000, while for 15 countries the numbers were fewer than 200
- Hofstede's survey data are old and outdated, cultures do not stand still; Hofstede's response (2002): the dimensions have centuries-old roots, recent replications show no changes, and the dimensions have been validated against other measures
- Hofstede's data are drawn from subsidiaries of only one company; Hofstede's response (2002): using the IBM data provides unusually well-matched samples from a large number of countries

Hofstede's response

- Research surveys are suitable, but should not be the only method used.
- Nations are not always appropriate, but they are the only unit available.
- IBM was homogeneous in nature: shared one organisational and occupational culture, so allowed comparison of cultural values across subsidiaries.
- Research was thorough and detailed (well-matched samples, correlations with other data); many replications.
- If others can find more than 'his' five dimensions that are independent and can be validated – fine! 'Candidates are welcome to apply'.

The Trompenaars and Hampden-Turner Dimensions

- Fons Trompenaars worked with Shell in nine countries; taking the example of Hofstede, Trompenaars worked with Charles Hampden-Turner to research the values of 46,000 managers in 40 countries
- From their research they concluded that people from diverse cultures differ from one another in seven dimensions; some of these value orientations are nearly identical to Hofstede's dimensions, while others offer a new perspective



The Trompenaars and Hampden-Turner Dimensions

- **Universalism versus particularism:** rules and laws versus circumstances and relationships
- **Individualism versus communitarianism:** the individual versus the group
- **Specific versus diffuse:** separation versus integration of personal and professional lives
- **Neutral versus emotional:** control versus expression of emotions
- **Achievement versus ascription:** you are what you do versus you are how others view you
- **Sequential time versus synchronous time:** planning and staying on schedule versus flexible schedules
- **Internal direction versus outer direction:** belief in controlling the environment versus belief in influence of the environment

Dimensions of societal variation

- **GLOBE Research programme** (House et al., 2004):
 - Examines practices and values at industrial, organisational and societal level
 - Has developed dimensions of societal cultural variation in addition to those of Hofstede:
 - Humane orientation
 - Assertiveness
 - Gender egalitarianism
 - Future orientation
 - Performance orientation

Culture construct definitions and sample questionnaire items

Culture construct definitions	Specific questionnaire item
<i>Power distance</i> : the degree to which members of a collective expect power to be distributed equally	Followers are (should be) expected to obey their leaders without question
<i>Uncertainty avoidance</i> : the extent to which a society, organization, or group relies on social norms, rules and procedures to alleviate the unpredictability of future events	Most people lead (should lead) highly structured lives with few unexpected events
<i>Humane orientation</i> : the degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring and kind to others	People are generally (should be generally) very tolerant of mistakes
<i>Collectivism 1 (institutional collectivism)</i> : the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action	Leaders encourage (should encourage) group loyalty even if individual goals suffer
<i>Collectivism 2 (in-group collectivism)</i> : the degree to which individuals express pride, loyalty and cohesiveness in their organizations or families	Employees feel (should feel) great loyalty towards this organization
<i>Assertiveness</i> : the degree to which individuals are assertive, confrontational and aggressive in their relationships with others	People are (should be) generally dominant in their relationships with each other
<i>Gender egalitarianism</i> : the degree to which a collective minimizes gender inequality	Boys are encouraged (should be encouraged) more than girls to attain a higher education (scored inversely)
<i>Future orientation</i> : the extent to which individuals engage in future-oriented behaviours such as delaying gratification, planning and investing in the future	More people live (should live) for the present rather than for the future (scored inversely)
<i>Performance orientation</i> : the degree to which a collective encourages and rewards group members for performance improvement and excellence	Students are encouraged (should be encouraged) to strive for continuously improved performance

Table 2.8 Culture construct definitions and sample questionnaire items

Source: House et al. (2004): 30

Questions used: 'As Is' and 'Should Be'

- The questions asked concerning the dimensions were first phrased in terms of 'is' and 'are', so that the responses would indicate actual practice, i.e. 'the way we do things'.
- The same questions were later rephrased using 'should' and put to the respondents at a later stage to enable a response that indicated the value(s) held by each respondent (i.e. 'the ideal way of doing things').

Societal culture practices

- Follow-up: GLOBE's extensive research
(Chhokar et al., 2008)

This study:

- examines historical, social and economic development of 25 countries
- compares the scores of a country with the scores from the original list (2004)
- Table 2.9 on the next slide gives an overview of country rankings on the GLOBE dimensions.

Societal Culture 'As Is' and 'Should Be'

Societal Culture 'As Is' and 'Should Be'			
Societal culture 'As Is'	India (Rank)	Highest (Country)	Lowest (Country)
Assertiveness	3.73 (53)	4.80 (Albania)	3.38 (Sweden)
Institutional Collectivism (Collectivism I)	4.38 (25)	5.22 (Sweden)	3.25 (Greece)
In-Group Collectivism (Collectivism II)	5.92 (4)	6.36 (Philippines)	3.53 (Denmark)
Future Orientation	4.19 (15)	5.07 (Singapore)	2.88 (Russia)
Gender Egalitarianism	290 (55)	4.08 (Hungary)	2.50 (South Korea)
Humane Orientation	4.57 (9)	5.23 (Zambia)	3.18 (Germany)
Performance Orientation	4.25 (23)	4.94 (Switzerland)	3.20 (Greece)
Power Distance	5.47 (16)	5.80 (Morocco)	3.89 (Denmark)
Uncertainty Avoidance	4.15 (29)	5.37 (Switzerland)	2.88 (Russia)

Table 2.9 Societal culture 'As Is' and 'Should Be'

Source: Chhokar et al. (2008): 993

Societal Culture 'As Is' and 'Should Be'

Societal culture 'Should Be'	India (Rank)	Highest (Country)	Lowest (Country)
Assertiveness	4.76 (7)	5.56 (Japan)	2.66 (Turkey)
Institutional Collectivism (Collectivism I)	4.71 (32)	5.65 (El Salvador)	3.83 (Georgia)
In-Group Collectivism (Collectivism II)	5.32 (50)	6.52 (El Salvador)	4.94 (Switzerland)
Future Orientation	5.60 (29)	6.20 (Thailand)	4.33 (Denmark)
Gender Egalitarianism	4.51 (36)	5.17 (England)	3.18 (Egypt)
Humane Orientation	5.28 (44)	6.09 (Nigeria)	4.49 (New Zealand)
Performance Orientation	6.05 (26)	6.58 (El Salvador)	4.92 (S. Africa Black Sample)
Power Distance	2.64 (38)	3.65 (S. Africa Black Sample)	2.04 (Colombia)
Uncertainty Avoidance	4.73 (29)	5.61 (Thailand)	3.16 (Switzerland)

Table 2.9 Societal culture 'As Is' and 'Should Be' (Continued)

Source: Chhokar et al. (2008): 993

Values As Is/Should Be: Power distance

- The variations between the 'As Is' scores and 'Should Be' scores is shown in the following slide (Figure 2.1) with regard to the Power Distance dimension.

Power Distance Dimension: 'As Is' and 'Should Be'

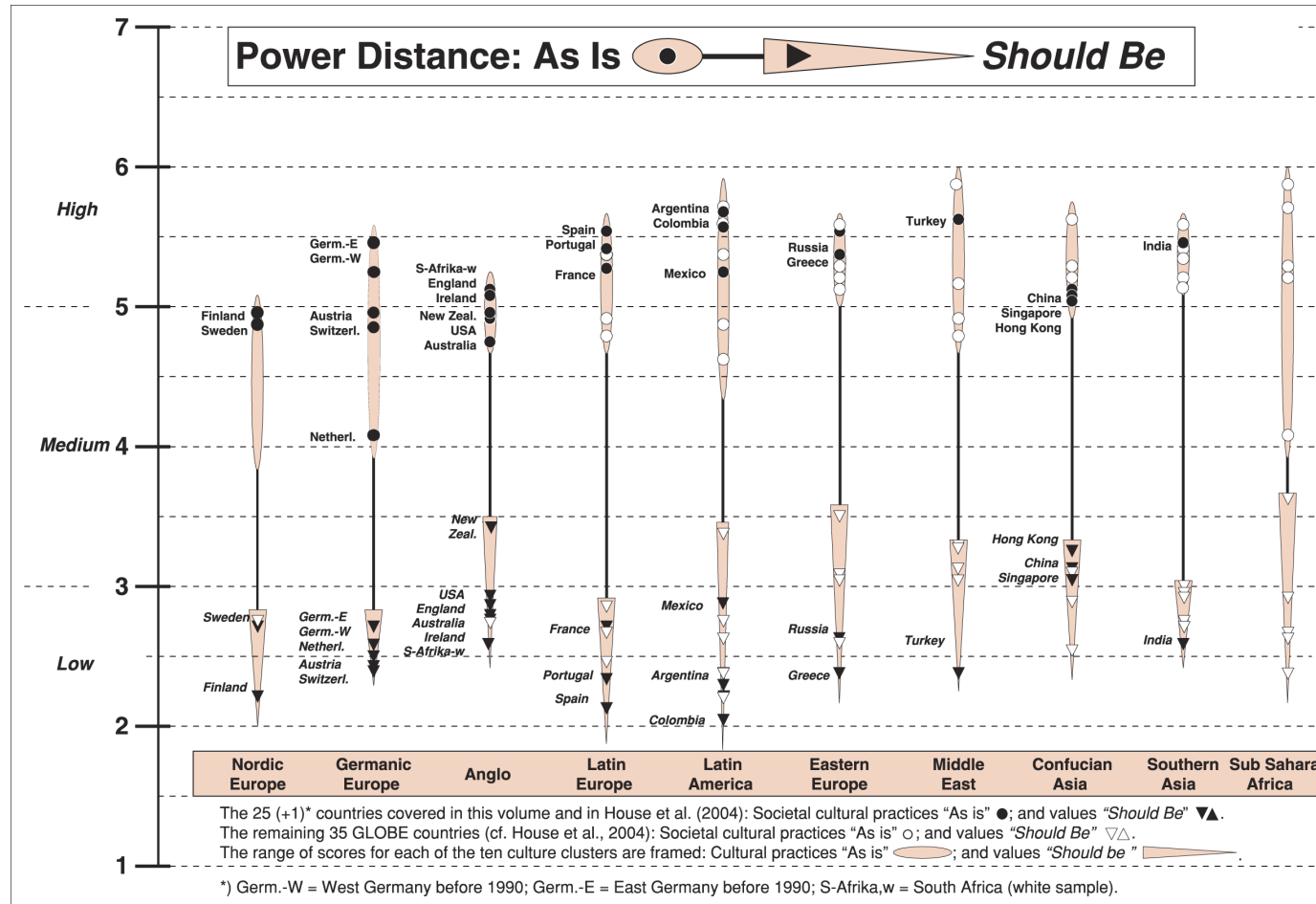
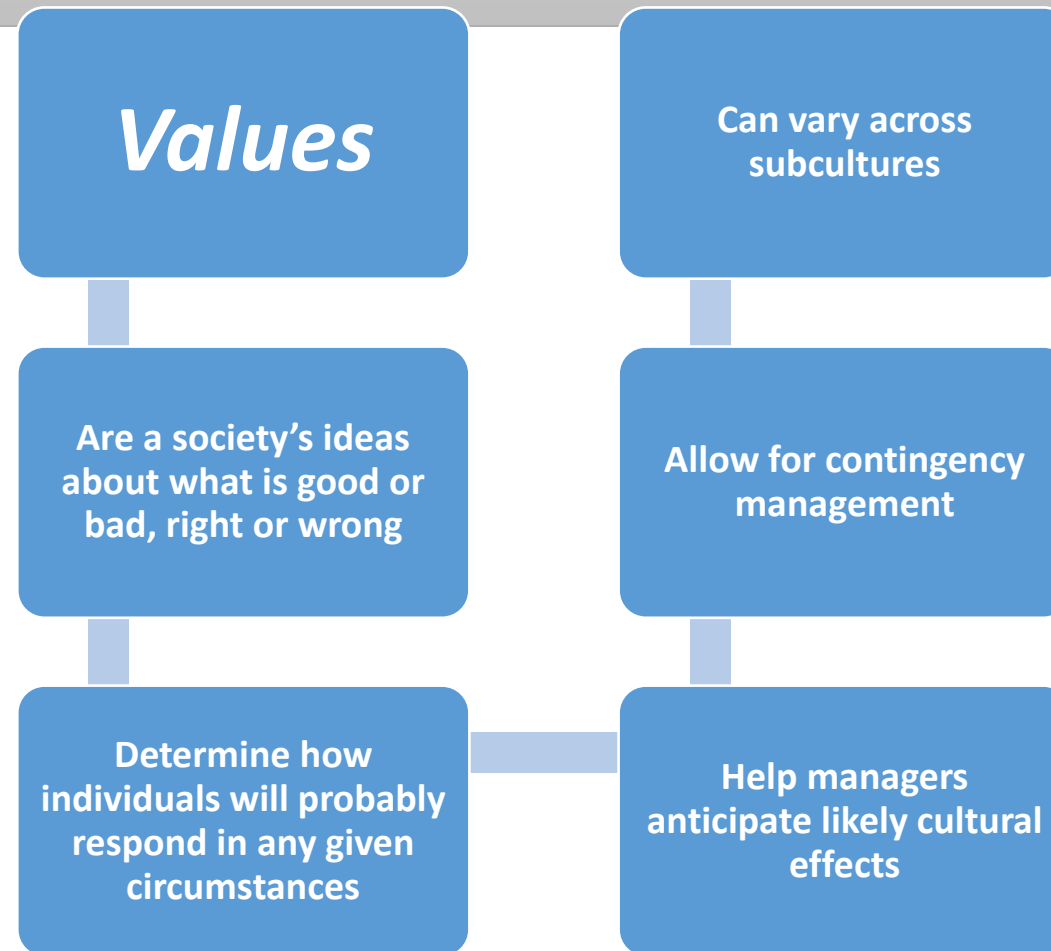


Figure 2.1 GLOBE dimension of societal culture practices ('As Is') and values ('Should Be'): Power Distance

Source: Chhokar J.S. et al., 2007: 108

Cultural Value Dimensions



GLOBE Research Project Dimensions

Assertiveness

- **Low**: Sweden, New Zealand, Switzerland
- **High**: Greece, Austria, Germany

Performance Orientation

- **Low**: Russia, Argentina, Greece
- **High**: New Zealand, Hong Kong, Singapore

GLOBE Research Project Dimensions

Future Orientation

- **Low:** Russia, Argentina, Poland
- **High:** Netherlands, Switzerland, Singapore

Humane Orientation

- **Low:** Germany, Spain, France
- **High:** Malaysia, Ireland, Philippines

From dimensions to clusters

GLOBE's 'metaconfiguration' uses the nine dimensions to make culture clusters.

- Based also on previous research projects, as well as religion, languages, geography and ethnicity.
- Historical developments and economic similarities are also seen as playing a crucial role in the clustering.
- The clusters are arranged according to calculations concerning the average distance in societal culture dimensions.

Clusters of cultures

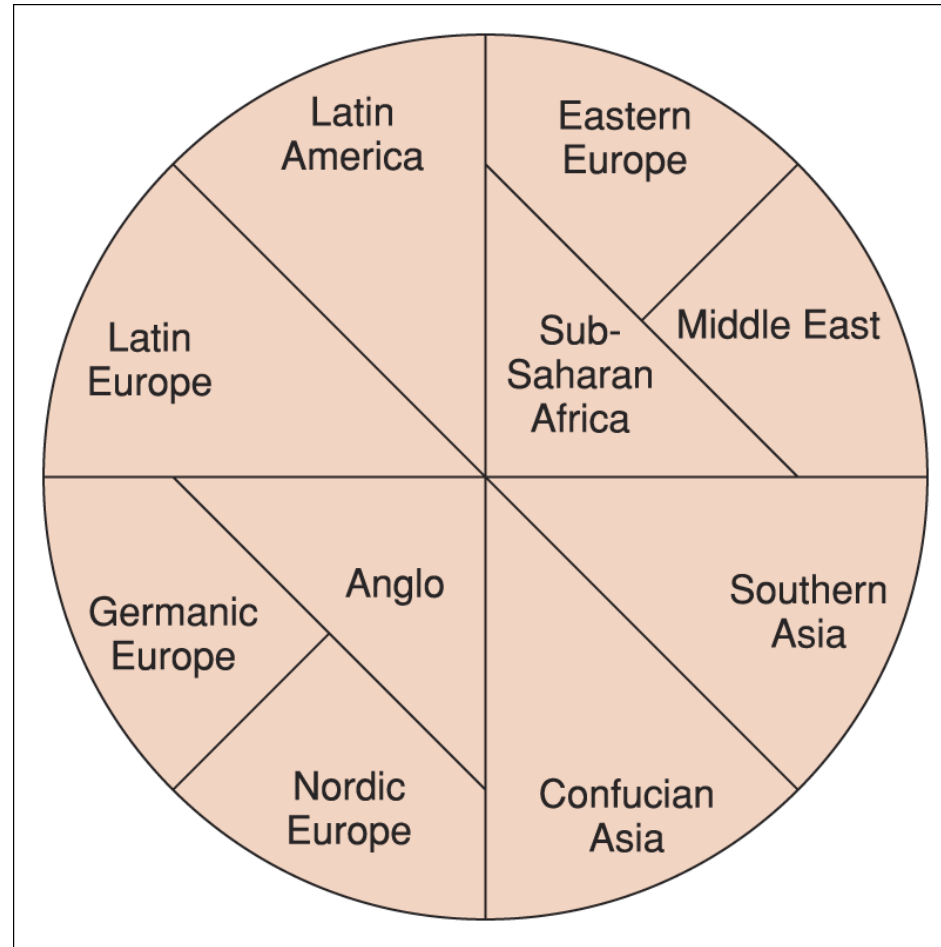


Figure 2.2 Clusters of cultures

Source: House et al. (2004): 2001

The countries comprising each cluster

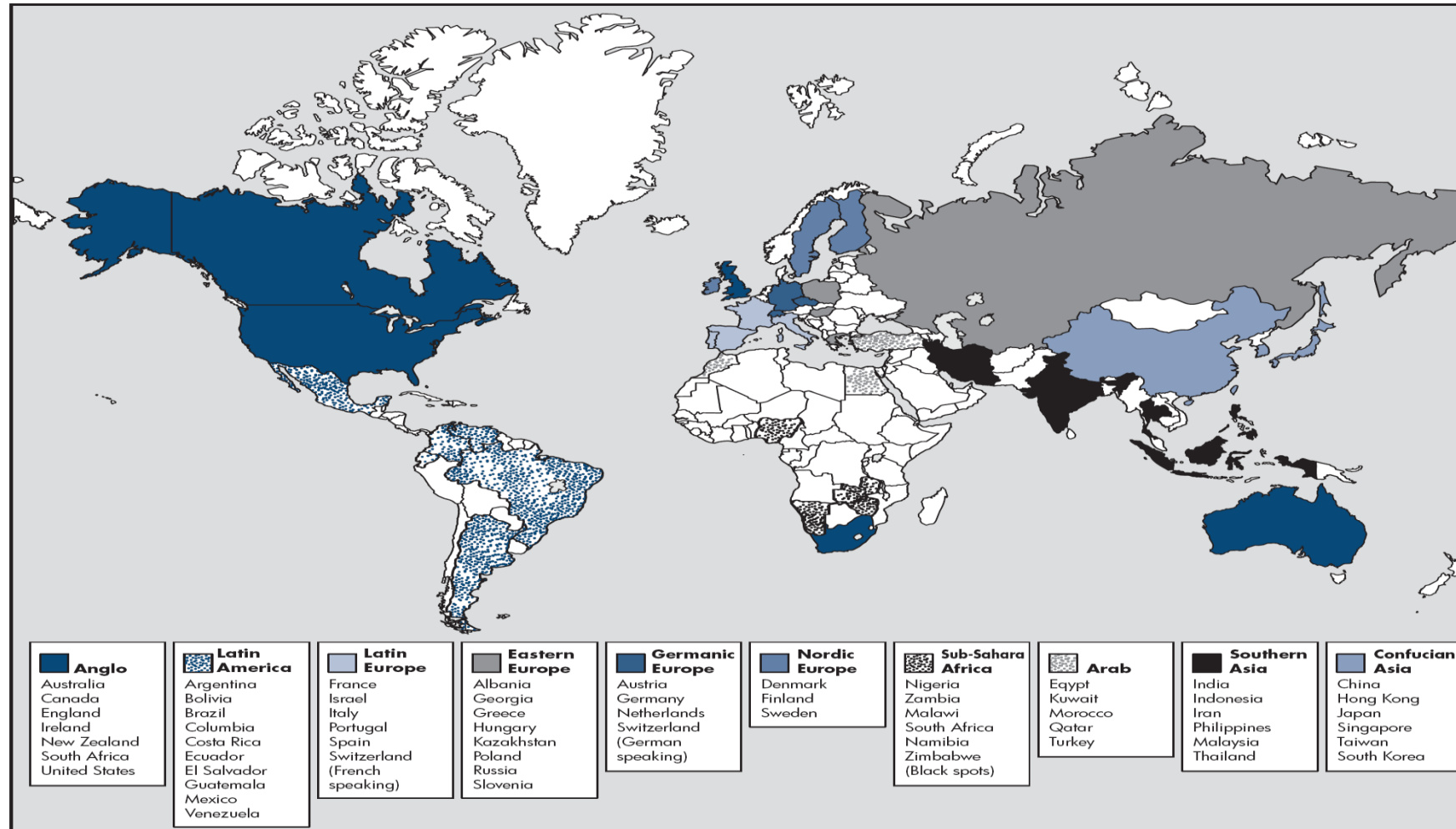
Anglo	Latin Europe	Nordic Europe	Germanic Europe
Australia Canada England Ireland New Zealand South Africa (White sample) United States	France Israel Italy Portugal Spain Switzerland (French-speaking)	Denmark Finland Sweden	Austria Germany (Former East) Germany (Former West) Netherlands Switzerland (German speaking)
Eastern Europe	Latin America	Sub-Saharan Africa	Middle East
Albania Georgia Greece Hungary Kazakhstan Poland Russia Slovenia	Argentina Bolivia Brazil Colombia Costa Rica Ecuador El Salvador Guatemala Mexico Venezuela	Namibia Nigeria South Africa (Black sample) Zambia Zimbabwe	Egypt Kuwait Morocco Qatar Turkey
Southern Asia	Confucian Asia		
India Indonesia Iran Malaysia Philippines Thailand	China Hong Kong Japan Singapore South Korea Taiwan		

Table 2.10 The countries composing each cluster

Source: Chhokar, J.S. et al. (2008):13

Cultural Clusters

EXHIBIT 3-4 Geographic Culture Clusters



SOURCE: Data from V. Gupta, P. J. Hanes, and P. Dorfman, *Journal of World Business*, 37, 1 (Spring 2002): 13.

Summary

This session:

- explained the cultural dimensions of Hofstede and some *criticisms* of his model
- outlined the relationship between national cultural values and those of organisational cultures
- gave a better understanding of the relations between organisational practices and social values (GLOBE project).



Cross Cultural Business Communication

Business communication between cultures

Universalist approach no longer appropriate

- Diversity needs to be taken into account
- New management skills needed in area of communication
- **Communicating in and between cultures**
 - The different components that affect the process of communication are introduced
 - The forms and the role of communication in business practices are considered

Good Communication Is Crucial in International Business

- Reasons for Communication Problems
 - Urgent matters can interfere with communication.
 - Communications can come in many different forms.
 - Communications are affected by cultural background and experiences.
 - Nonverbal communication cues are often overlooked.
 - Communications can rely heavily on actions and cultural context.

Verbal/Spoken Communication

- Features of the World's Languages
 - There are thousands of distinct languages with an even larger number of dialects.
 - Ten languages account for most communication on the planet.
 - Some languages (e.g., English as the lingua franca of business) have more influence and impact than others.
 - The Internet has created a more graphically rich “augmented” concept of language.
 - A country's or region's dominant language can affect and define its culture.

**Table 3.1 Widely Spoken and Influential Languages Used
around the World**

Language	Approximate Number of Native Speakers (in millions)	Language	Approximate Number of Native and Secondary Speakers (in millions)
Mandarin Chinese	1,100	Mandarin Chinese	1,120
English	330	English	480
Spanish	300	Spanish	320
Hindi/Urdu	250	Russian	285
Arabic	200	French	265
Bengali	185	Hindi/Urdu	250
Portuguese	160	Arabic	221
Russian	160	Portuguese	188
Japanese	125	Bengali	185
German	100	Japanese	133

Speaking (and Not Speaking) Other Languages

- **Language Challenges in Business**
 - The choice of which second language to learn
 - Learning to communicate and negotiate in another country's language
- **Americans and Foreign Languages**
 - The U.S. ethnocentric tendency to place a low importance on the value of learning a foreign language

Table 3.2 Indices of Global Language Influence

Language	Number of Countries in Which Language Is Spoken	Language	Overall Influence of Language
English	115	English	37
French	35	French	23
Arabic	24	Spanish	20
Spanish	20	Russian	16
Russian	16	Arabic	14
German	9	Chinese	13
Mandarin	5	German	12
Portuguese	5	Japanese	10
Hindi/Urdu	2	Portuguese	10
Bengali	1	Hindi/Urdu	9

Overall influence is defined as the weighted sum of six factors (e.g., number of total speakers, economic power of countries using the language, socioliterary prestige, etc.).

Global Impact of the English Language

- **Reasons for the Predominance of English in International Business Transactions:**
 - The size of the American economy and the global reach of U.S. multinationals
 - The influence of U.S. higher education institutions
 - The use of English in Internet commerce
 - English as an easily learned language

Intercultural communication

Defined as an interactive phenomenon rather than one involving comparisons between cultures

- Cultures are defined through their:
 - own characteristics
 - interaction with each other
- Systemic versus dynamic perspective:
 - systemic: sets of interrelations between individuals
 - dynamic: interrelations can change

A model of communication

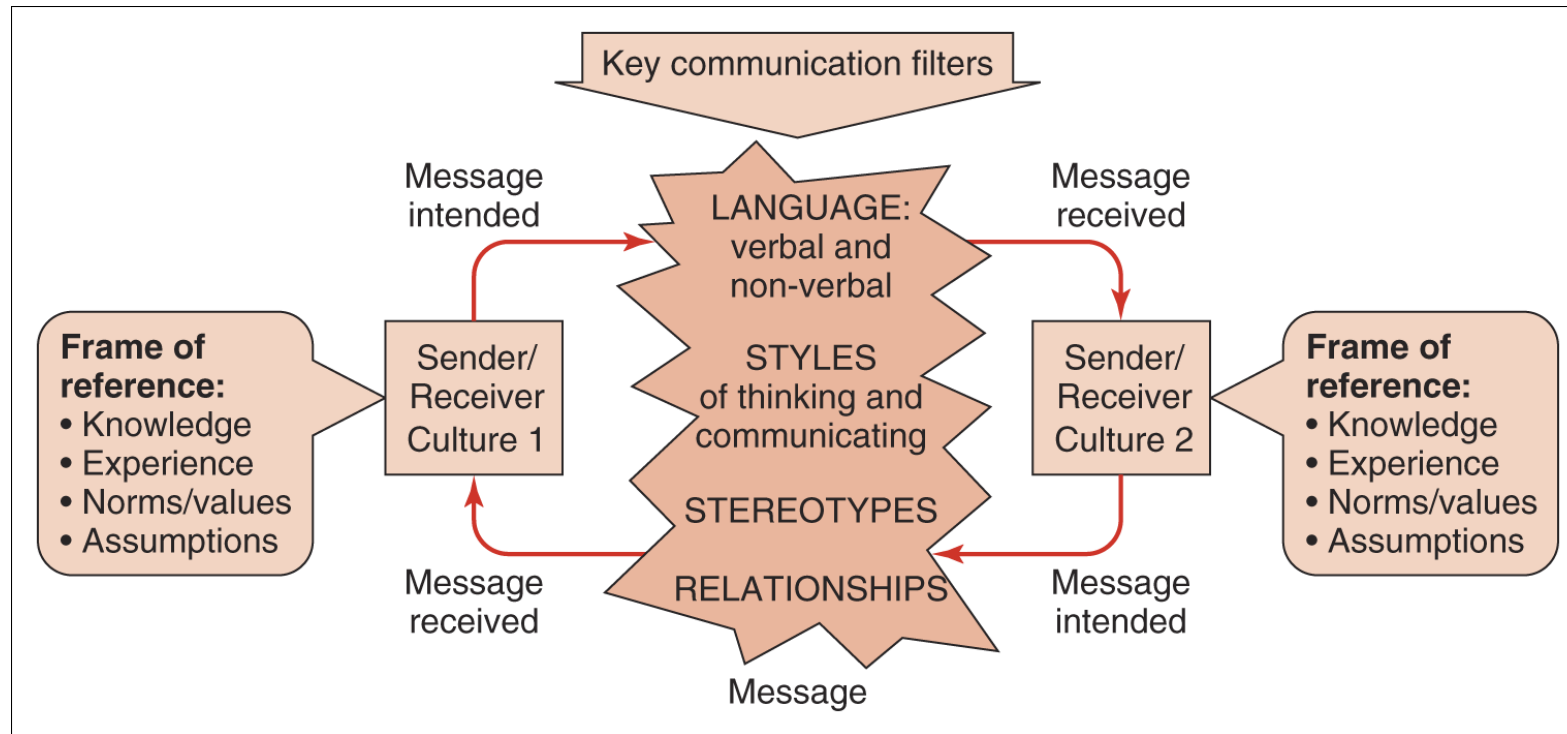


Figure III.1 A model of communication

A model of communication (2)

When addresser and addressee communicate, they use a frame of reference:

- their knowledge of the subject under discussion
- their experience in professional or individual terms
- their norms, i.e. the norms of the society in which they live and values
- their assumptions, i.e. what is believed to be true and prejudices with regard to each other

The role of context

Context: the environment. Culture is also context.

- Success of communication: similar understandings of the culture in which the communication process takes place
- High-context cultures and low-context cultures (Hall and Hall, 1990):
 - The difference is the degree of importance attached to the context of any message
 - High context: most of the information is contained in the situation where they are communicating (*implicit*)
 - Low context: information is explicitly in the message itself (*words matter – explicit*) <http://youtu.be/T3iYmZGome4>

Proxemics and culture

Proxemics: how people perceive their social and personal space (Hall, 1966)

- The 'silent' messages being given through:
 - physical distance between people when interacting
 - the senses: touch, smell, sight and sound
 - the organisation of public spaces (office's restaurants)
- According to Hall these perceptive models appear to be fixed for life

Personal space

An invisible zone with distinct boundaries

- Extent of zone determined by:
 - gender
 - age
 - personality
 - the degree of sympathy towards the individuals concerned
 - the situation in which the individuals are confronted
 - the culture(s) involved

Ranking in personal space

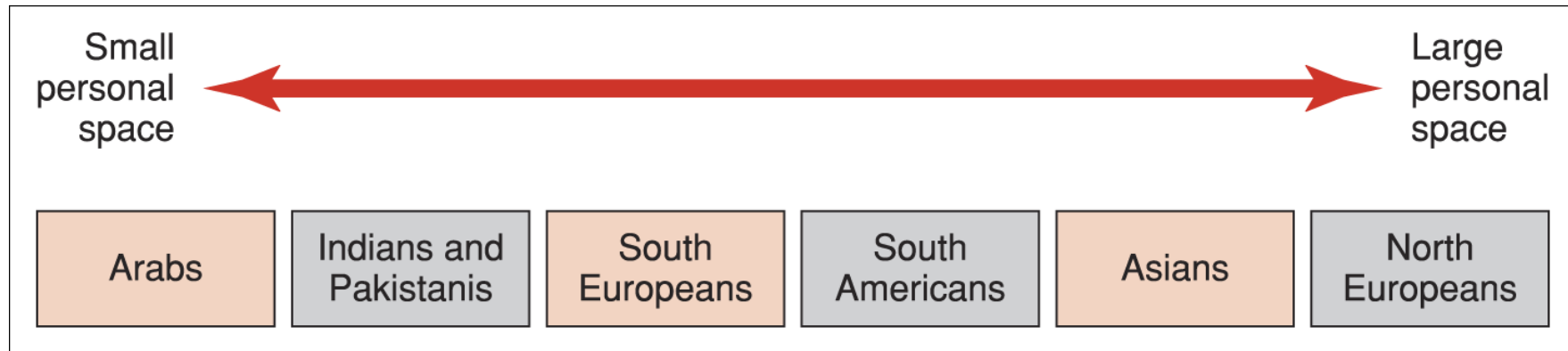


Figure 13.1 Ranking of personal space

Source: Watson (1970)

Channels of business communication

Mode	Description	Examples
<i>Oral communication</i>	Communications transmitted through speech	Personal conversations, speeches, meetings, telephone conversations, conference calls, and video tele-conferences (synchronic)
<i>Written communication</i>	Communications transmitted through writing	E-mails (asynchronic), letters, memos, faxes, formal reports, news releases
<i>Formal communication</i>	Communications transmitted through the chain of command within an organisation to other members or to people outside the organisation	Internal memos, reports, meetings, written proposals, oral presentations, meeting minutes; external letters, written proposals, oral presentations, speeches, news releases, press conferences
<i>Informal communication</i>	Communications transmitted outside formally authorized channels without regard for the organisation's hierarchy of authority	Rumours, chats with colleagues in the hallways or during lunch or coffee breaks
<i>Verbal communication</i>	Communication transmitted in the forms of words	Meetings, voice mail, telephone conversations, internet forums (asynchronic) and chat (synchronic)
<i>Nonverbal communication</i>	Communication transmitted through actions and behaviour rather than through words	Communication transmitted through actions and behaviour rather than through words

Culture and choice of communication mode

Individualist versus collectivist culture

- 'Individualist' business A approaches 'collectivist' business B with direct, detailed proposal
- For business A, speed and efficiency are key factors in communication
- B decides not to respond directly in writing
- B requests a face-to-face meeting instead to establish a good relationship before going into detail

Culture and choice of communication mode (Continued)

Individualist versus collectivist culture

- 'Individualist' business A approaches 'collectivist' business B with direct, detailed proposal
- For business A, speed and efficiency are key factors in communication
- In B's eyes, speed and efficiency are less important than establishing trust and confidence
- B uses the oral mode to set the conditions for cooperation
- B then uses the written mode once relationships established are scrupulously maintained

Computer (or mobile)-mediated communication (CMC)

Pitfalls when using e-mail interculturallly:

- Problems of comprehension (inaccurate language and poorly structured text)
- Cultural issues which can lead to misunderstanding and even antagonism
 - Recipient considers style too formal, not explicit
 - Recipient considers e-mail too informal
- In either case, no facial expressions to mitigate or clarify messages given

Language during business encounters

What happens when business representatives do not share a common language?

1. Use **interpreter** who can translates the native languages used. Problems:

- reliability: is work accurate, with full nuance?
- may hamper the establishment of relationships
- delays interaction, reduces impact of non-verbal communication
- if the interpreter is an outsider who is not familiar with the company, nor with its culture
- the interpreter becomes focused, controls exchange but without responsibility for the final outcome

Language during business encounters (2)

2. One interlocutor uses the mother tongue of the other:

- Advantage:

Manager can 'tune into' the other's culture, pick up all the nuances, understand the cultural references and respond appropriately

- Disadvantage:

Managers operating across many cultures cannot be expected to acquire the language of every culture with which they are (about to be) involved

Language during business encounters (3)

3. Share a neutral foreign language: often called 'international' English (IE)
 - evolved organically, with little complex grammar and few idiomatic phrases
 - often needs to be adjusted to accommodate differences in knowledge and understanding between the speakers concerned
 - differences in pronunciation: influence of mother tongue

Table 3.3 Language Blunders Abroad

Examples of Translation Errors

- Microsoft had shocking errors in the Spanish version of its popular Word™ program. It likened Indians to man-eating savages and provided the Spanish word for “bastard” as a substitute for people of mixed race. The thesaurus suggested that *maneater*, *cannibal*, and *barbarian* were all substitutes for the Spanish term for people of African heritage.
- A foreign airline operating in Brazil advertised plush “rendezvous lounges,” which in Portuguese implies a room for making love.
- One German translation of the phrase “Come alive with Pepsi” literally meant “Come alive out of the grave with Pepsi.”
- A sign on the elevator in a Romanian hotel read: “The lift is being fixed. For the next two days we regret that you will be unbearable.”
- A sign in a Japanese hotel read: “You are invited to take advantage of our chambermaid.”
- A Bangkok dry cleaner tagline read: “Drop your trousers here for best results.”

International English (IE): Problems

- Differences in levels
- Pronunciation: interference from mother tongue, regional English accent
- Discussion can be rather superficial and communicating thoughts difficult: power of expression reduced
- Written IE may cause more problems than those it was intended to solve: the connections between thoughts, ideas and information may become more diffuse or even non-existent
- Above these problems: the question of language as a potent means of expressing cultural identity

Conversational styles

- Context involved playing a decisive role (e.g. in or outside the office)
- Listening – a key skill:
 - asking questions to check on understanding
 - rephrasing of statements to clarify understanding
- Different styles of conversation may still cause problems, e.g:
 - Interrupting others
 - Making assertive statements
 - Avoiding silence
 - Taking turns
 - Making negotiable, less conclusive contributions
 - Using silence for reflection

Facial expressions during interaction

- Facial expressions are linked to the context:
 - differ according to whether the context is clear or ambiguous
 - express the different degrees of dominance between people with different levels of status
- Facial expressions can function in different ways according to culture, e.g. averting a gaze:
 - can have a negative connotation in some cultures
 - in others it may be seen simply as a sign that the speaker is changing direction in the discussion

Conclusion

- Some knowledge in the theory of communication is indispensable to a better understanding of intercultural communication
- Even if a common language is used in business, problems in communication may arise because of different cultural backgrounds

Next time

- Western and Eastern Business Cultures

