

Intercultural Competence-III

Inter-Cultural Communication, Management and insight into Corporate Culture

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Agenda

- Intercultural communication
- Managing Intercultural distances and Corporate Culture
- Story Circles by UNESCO
Session-75 minutes(Applied)



• Inter-cultural communication

The unconscious projection of values is the source of cultural mishaps.



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Communications

**Interpreting
“foreign behavior”**

80% – 90% of
information:
“non-verbal” signals

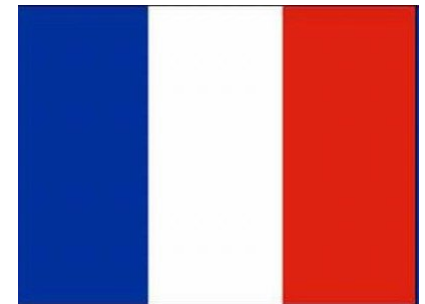
in terms of our own culture

Communications

Some Examples



In 1969, Coca-Cola proudly assigned one of its toughest and most successful U.S. managers to France to deal with its newly acquired distribution system. He spoke no French, had never visited France and took pride in the fact that he would “Americanize” the French market. Eighteen months later, he was reassigned home. It was not that his ideas were wrong or badly implemented, but that his **lack of cultural awareness** got in the way of his effectiveness.



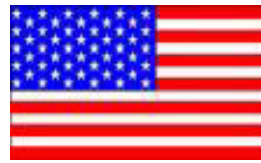
Communications

Some Examples



perception towards Americans

- unstructured
- energetic
- first-name
- seem happier
- overly self-confident
- narrow perspective of world



perception Towards Germans

- process-oriented
- specialized, expert
- systematic, orderly
- precise, data-oriented
- too formal
- (too) direct

Communications

Some Examples

Those who don't speak German

- excessively detailed
- standoffish
- pushy
- stubborn
- obsessed with rules
- afraid of making mistakes

Visitors' perceptions of Germans

Those who speak German

- perfectionist
- slow to get to know
- meticulous about deadlines
- systematic, orderly
- fair to a fault
- eager to do right

Communications

Some Examples

Cultural Perception
Americans are

According to Brazilians

Serious

Reserved

Introvert

Cautious

Restrained

Composed

Methodical



According to Chinese

Friendly

Spontaneous

Extrovert

Reckless

Uninhibited

Emotional

Impulsive

Communications

Some Examples

The German Desire for Clarity

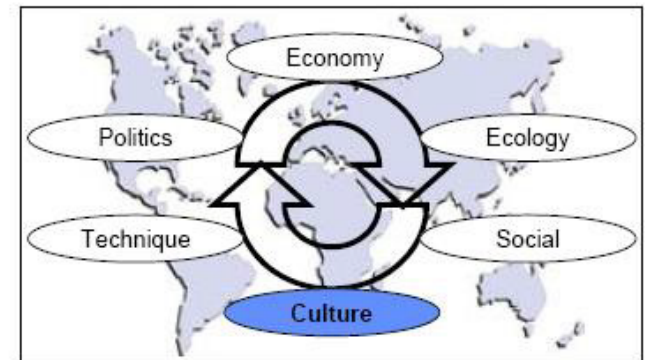
***“Jetzt werde ich mit ihm
deutsch reden müssen”*** (Klartext)

The German adjective *deutlich* (clear, plain) and the German verb *deuten* (explain, interpret) have the same linguistic roots to the word Germans use to refer to themselves and their language — *deutsch*.

Managing Intercultural distances

- **Economy:** Understanding Global Markets, Cross-Cultural Collaboration, Global Business Etiquette
- **Ecology:** Cultural Perspectives on Environmental Issues, Collaboration in Environmental Initiatives, Cultural Sensitivity in Sustainable Practices
- **Social:** Cultural Awareness in Social Dynamics, Inclusive and Equitable Practices, Intercultural Communication and Collaboration
- **Cultural:** Cultural Awareness and Respect, Cultural Exchange and Dialogue, Cultural Preservation and Heritage
- **Politics:** Understanding Political Systems, Diplomacy and Negotiation, Promoting Intercultural Policies
- **Technology:** Cultural Adaptation of Technology, Bridging the Digital Divide, Ethical Considerations in Technology

Multi-dimensional Process



Cp: Teusch, U. (2004)

Inter-cultural management

- Inter-cultural management studies the behaviour of people in organizations around the world and trains people to work in organizations with employee and client populations.
 - It ***describes*** organizational behaviour within countries and cultures;
 - ***Compares*** organizational behaviour across cultures and countries;
- and perhaps, most importantly, seeks to understand and improve the ***interaction*** of co-workers, clients, suppliers, and alliance partners from different countries and cultures. Inter-cultural management thus expands the scope of domestic management to encompass the international and multicultural spheres.

International Dimensions of Organizational Behavior (Adler, 1991)

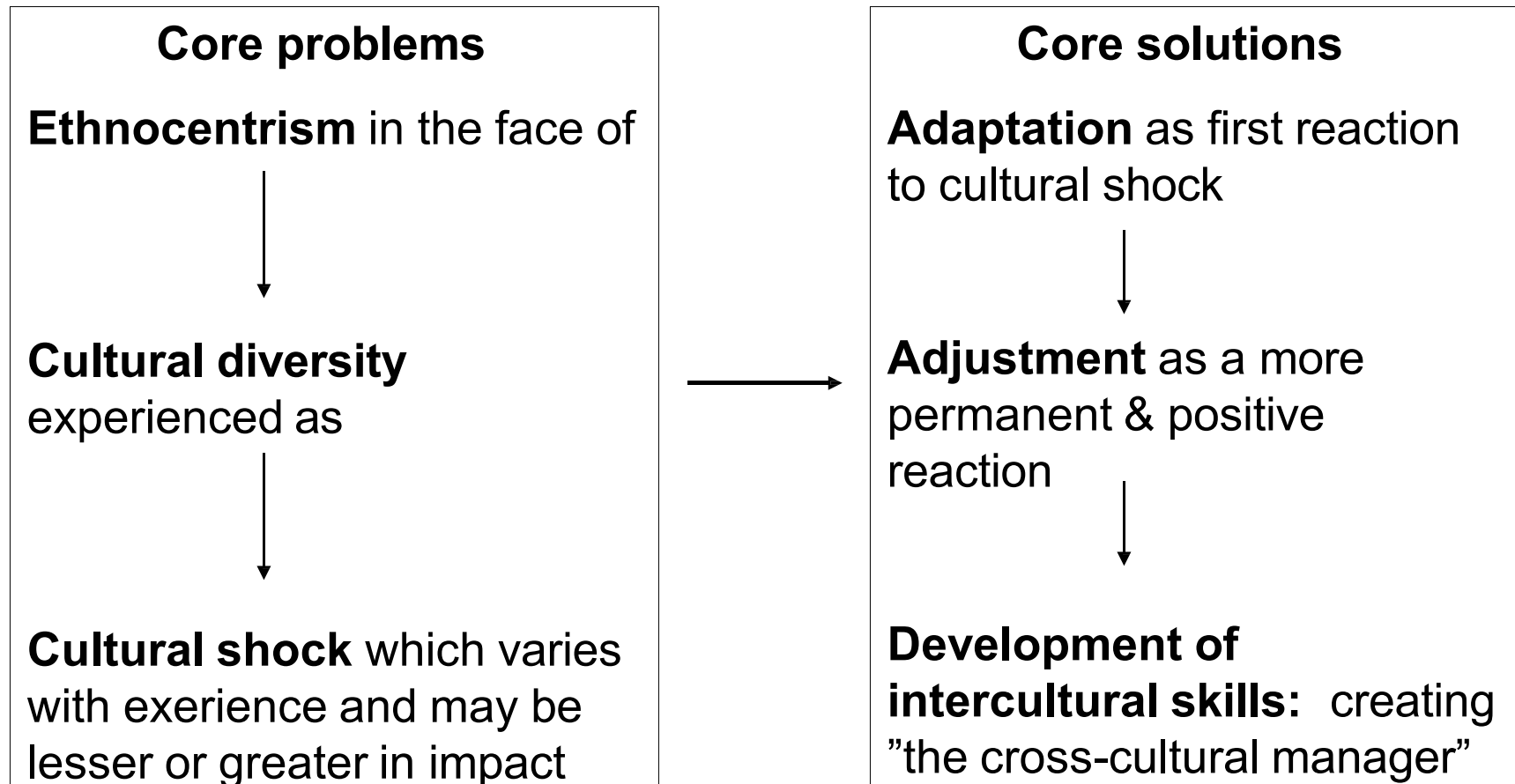
Inter-cultural management

- Managers must be able to sense and interpret complex and dynamic environmental changes; able to develop & integrate multiple strategic capabilities; able to build & manage the new organisations required to link these sensing and response capabilities; and deliver coordinated action on a world-wide basis.

Bartlett & Ghoshal, "Building Transnational Capabilities: The Management Challenge" (2000)

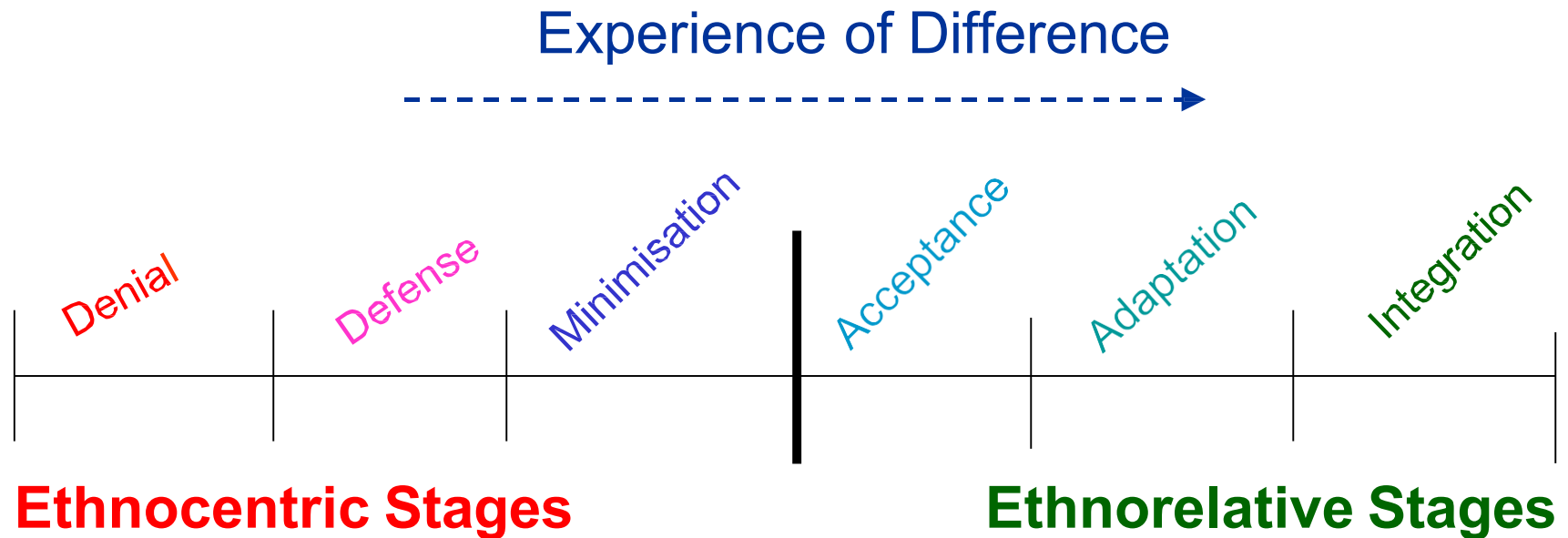
Inter-cultural management

The greatest barrier is **culture**, not language.



Inter-cultural management

Milton Bennett's Developmental Model of Intercultural Sensitivity



Bennett, Milton J. "Towards a Developmental Model of Intercultural Sensitivity" in R. Michael Paige, ed. Education for the Intercultural Experience. Yarmouth, ME: Intercultural Press, 1993.

Inter-cultural management

Milton Bennett's Developmental Model of Intercultural Sensitivity

- Denial
 - one's culture is the only real one
 - unable to construct cultural difference
 - aggressive ignorance

Inter-cultural management

Milton Bennett's Developmental Model of Intercultural Sensitivity

- Defense
 - one's culture is the only good one
 - “we” are superior — “they” are inferior
 - highly critical of other cultures
 - “Americans are superficial and uncultivated”

Inter-cultural management

Milton Bennett's Developmental Model of Intercultural Sensitivity

- Minimisation
 - one's culture is viewed as universal
 - obscure deep cultural differences
 - insistent nice
 - "We bankers are all the same all over the world."

Inter-cultural management

Milton Bennett's Developmental Model of Intercultural Sensitivity

- Acceptance
 - one's culture is viewed as one of many complex systems
 - judgment is not ethnocentric
 - curious about cultural differences
 - “I would like to learn German (English, French, Urdu, ...) so I can understand Thomas (John, Jacques, Taswar, ...) better.”

Inter-cultural management

Milton Bennett's Developmental Model of Intercultural Sensitivity

- Adaption
 - internalize more than one complete worldview
 - empathy
 - may intentionally change behavior to communicate better
 - “I’m beginning to feel like a member of this culture.”

Inter-cultural management

Milton Bennett's Developmental Model of Intercultural Sensitivity

- Integration
 - one's self is expanded to include different worldviews
 - cross-cultural swinger
 - ability to facilitate contact between cultures
 - "I truly enjoy participating fully in both of my cultures."

Inter-cultural management

Intercultural Competence prevails where

- No longer attached to original cultural group
- Relate with the of values of others
- Be like a Cross-cultural swinger
- Multi-lingual individual
- Other-culture awareness

Inter-cultural management

The central operating mode for a global enterprises is the creation, organization and management of ***multi-cultural teams*** – groups that represent diversity in functional capability, experience levels and cultural backgrounds.

The Manager's Guide to Globalization (Rheinsmith,1993)

Inter-cultural management

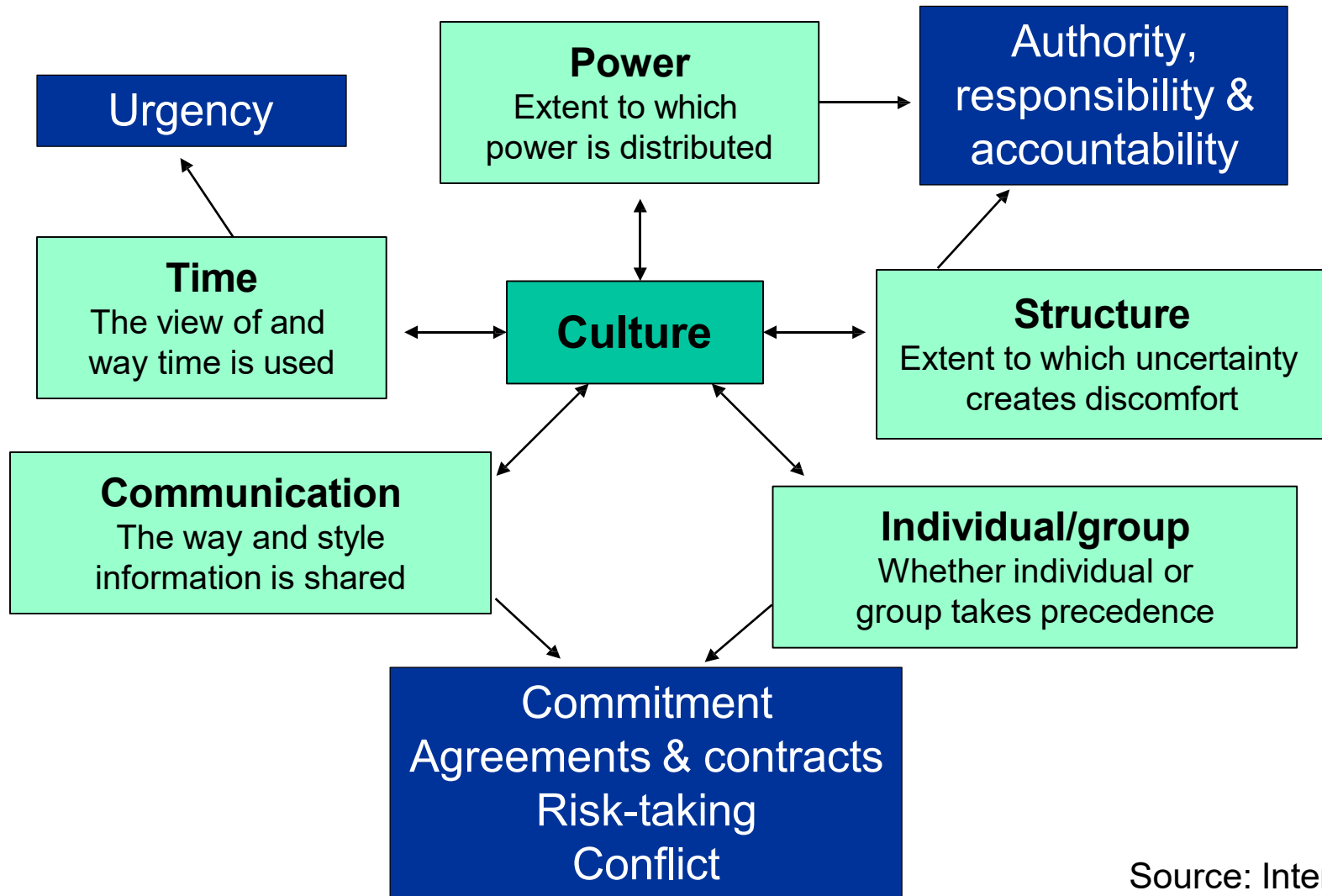
How to form an effective multinational teams

- recognize diversity
- members selected for task-related abilities
- mutual respect
- equal power
- super ordinate goal
- external feedback

Inter-cultural management

- The Four Secrets of Effective Global Managers
 - They “know that they don’t know”
 - Assume difference until similarity is proven, not the other way around.
 - They emphasize description
 - Observe what is actually said and done rather than interpreting or evaluating.
 - They practice role reversal (empathy)
 - Attempt to understand an international situation through the eyes of others.
 - They treat self explanations as guesses, not as certainty.
 - Check with colleagues from home and abroad if guesses are plausible.

Inter-cultural management



Source: Interlink

Inter-cultural management

- Guidelines for diagnosing the effectiveness of multicultural teams
 - I. Treat multicultural teams similarly to mono-cultural teams unless a problem with a cultural basis arises.
 - II. National culture differences, though important, are often secondary.
 - III. Many managers make a mistake by not having enough knowledge about cultural differences to determine if they play a role, rather than immediately attributing issues to personal differences.

Inter-cultural management

“Understanding others doesn’t consist of only appealing to logic and reason. It consists of an emotional opening to the others”

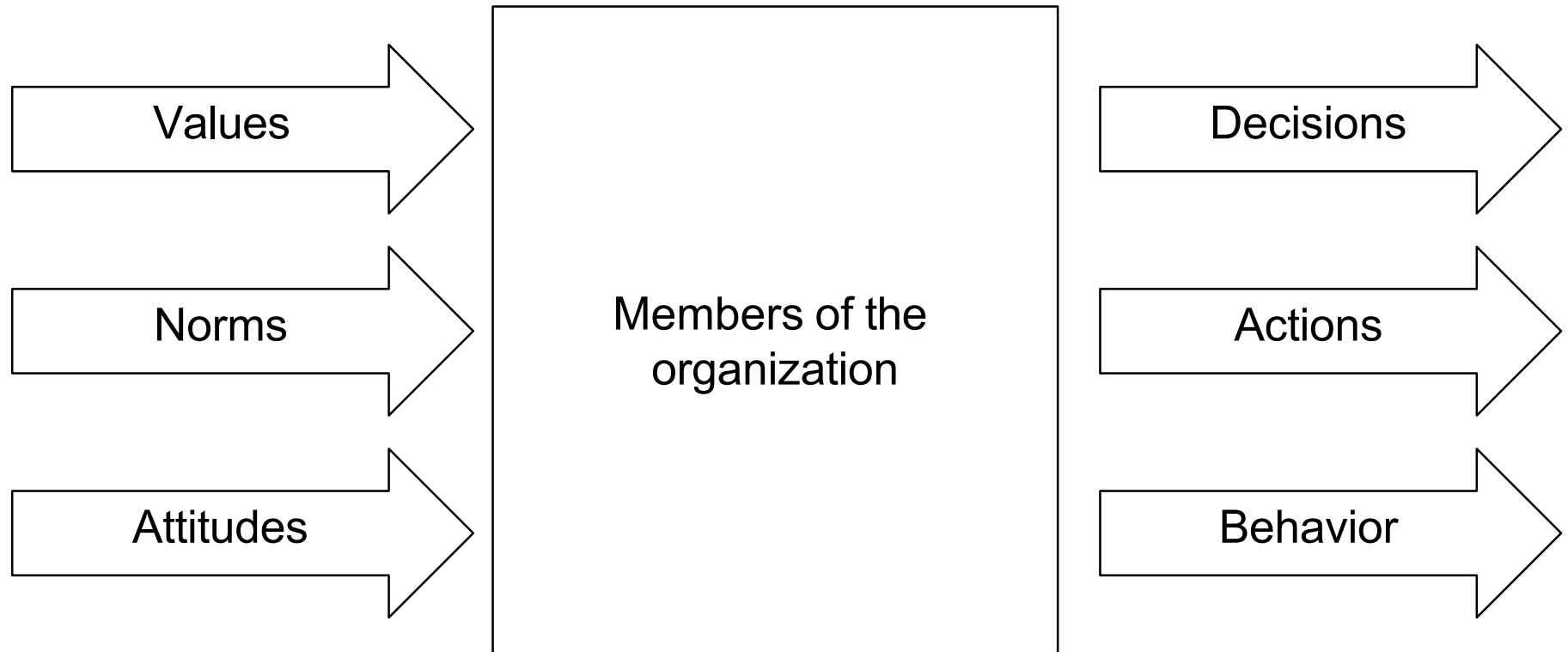
Jawaharlal Nehru

Corporate Culture

Corporate culture describes the values, norms and attitudes that shape the decisions, actions and behavior of the members of an organization. This includes how a company is organized in the ranking of the employees as well as the function and effect of the individual business levels with each other or with the customer.



Corporate Culture



Some Examples

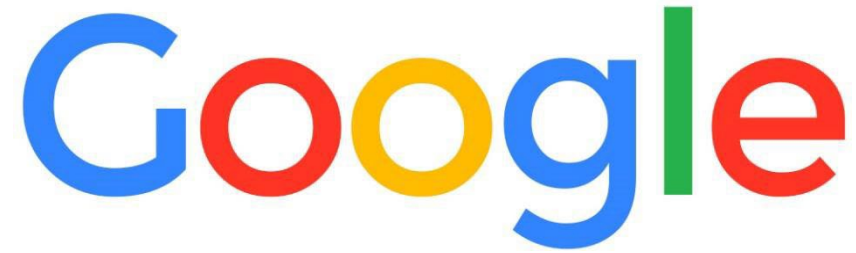


Some Examples



Deutsche Bank

Some Examples



Some Examples



Some Examples



Some Examples

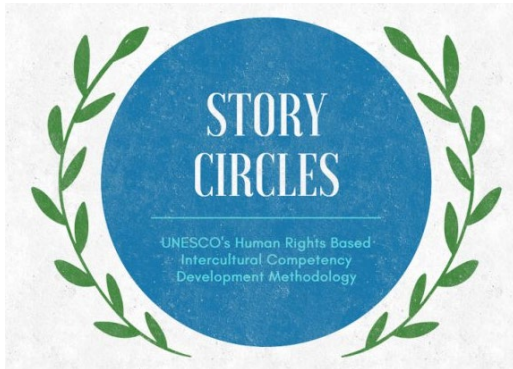


Some Examples



UNESCO STORY CIRCLE

- Exercise Time-----75 mins.
- Group Discussions-----15 mins.
- Introduce yourself-----2 mins each.



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UNESCO STORY CIRCLE

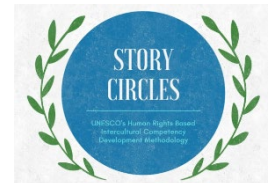
Purpose of story circle

- Demonstrate respect for others
- Practice listening and Understanding
- Cultivate curiosity about similarities and differences with others
- Gain increased cultural self-awareness
- Develop empathy
- Engage in critical reflection
- Develop relationships

Guidelines

- Maintain Confidentiality
- Be yourself
- Speak from your experience only
- Be genuine and authentic
- Keep the sharing simple, clear and focused
- Uphold the positive intent

Link: <https://unesdoc.unesco.org/ark:/48223/pf0000370336>





Thank you for your time and attention 😊