Intercultural Competence-II

Concept of Culture

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Concept of Culture

- Edward T. Hall's Model of Culture (cultural factors)

- Geert Hofstede's Model of Culture

Edward T. Hall's Model of Culture

- Edward T. Hall was an anthropologist who made early discoveries of key cultural factors. In particular he is known for his high and low context cultural factors.

- Hall's four Dimensions of culture
  - Context-Orientation
  - Time-Orientation
  - Space-Orientation
  - (Message: high, low context)

Hall, E.T. (1990). *Hidden Differences: Doing Business with the Japanese*, Garden City, NY: Anchor Press/ Doubleday
Hall, E.T. (1990). *Understanding Cultural Differences, Germans, French and Americans*, Yarmouth: Intercultural Press

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Edward T. Hall's Model of Culture

- Context orientation

Low-Context	High-Context
Messages/Information are explicit, direct and unambiguous	message is part of the context / indirect Information
Values: Individualism	Values: Group Sense
Direct verbal interaction less nonverbal expressions	Indirect verbal interaction more nonverbal expressions

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Edward T. Hall's Model of Culture

- Context orientation

- High context

  - In a high-context culture, there are many contextual elements that help people to understand the rules. As a result, much is taken for granted.

  - This can be very confusing for person who does not understand

    the 'unwritten rules' of the culture.

- Low context

  - In a low-context culture, very little is taken for granted. Whilst this means that more explanation is needed, it also means there is less chance of misunderstanding particularly when visitors are present.

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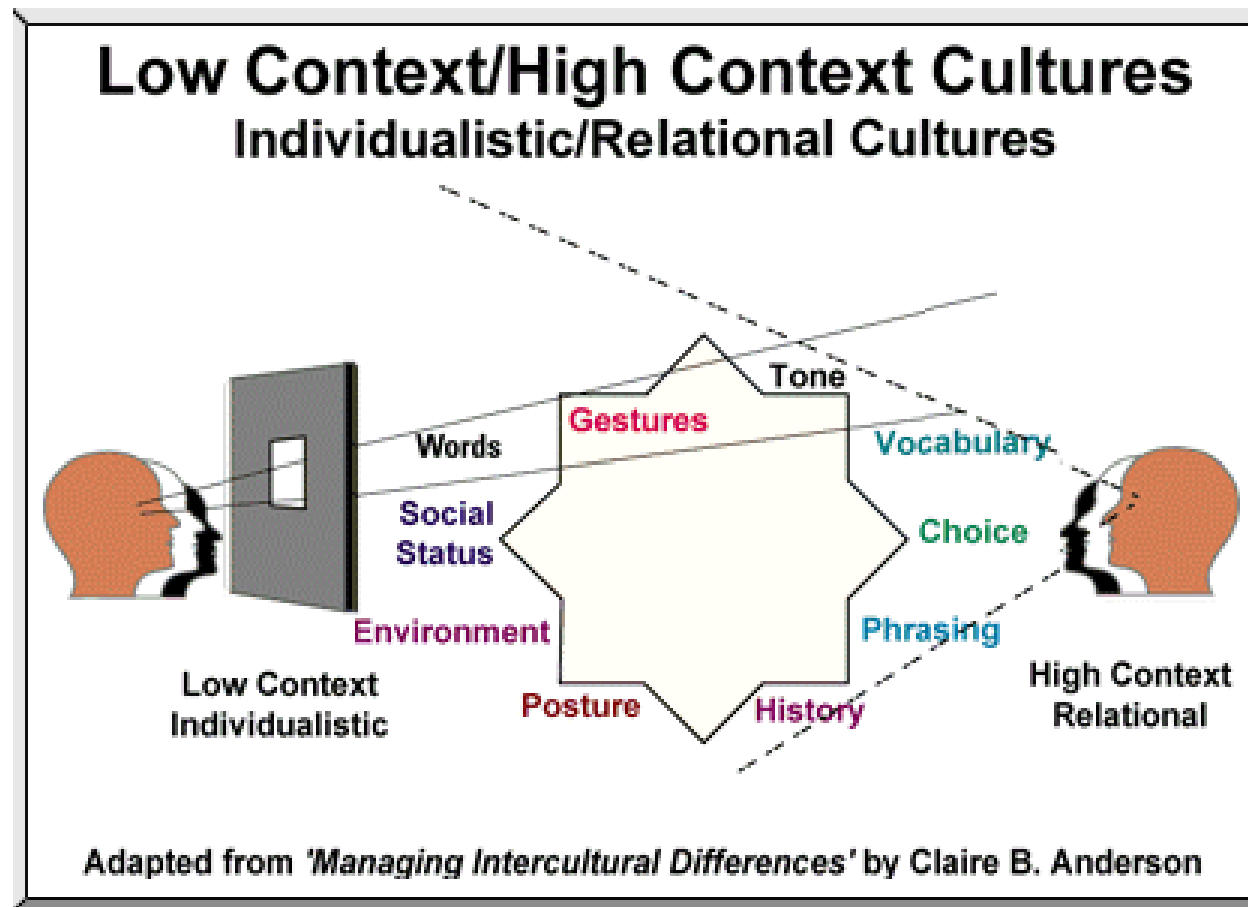
Edward T. Hall's Model of Culture

- Context orientation

- Contrasting the two
  - French contracts tend to be short (in physical length, not time duration) as much of the information is available within the high- context French culture. American content, on the other hand, is low-context and so contracts tend to be longer in order to explain the detail.
  - Highly mobile environments where people come and go need lower-context culture. With a stable population, however, a higher context culture may develop.

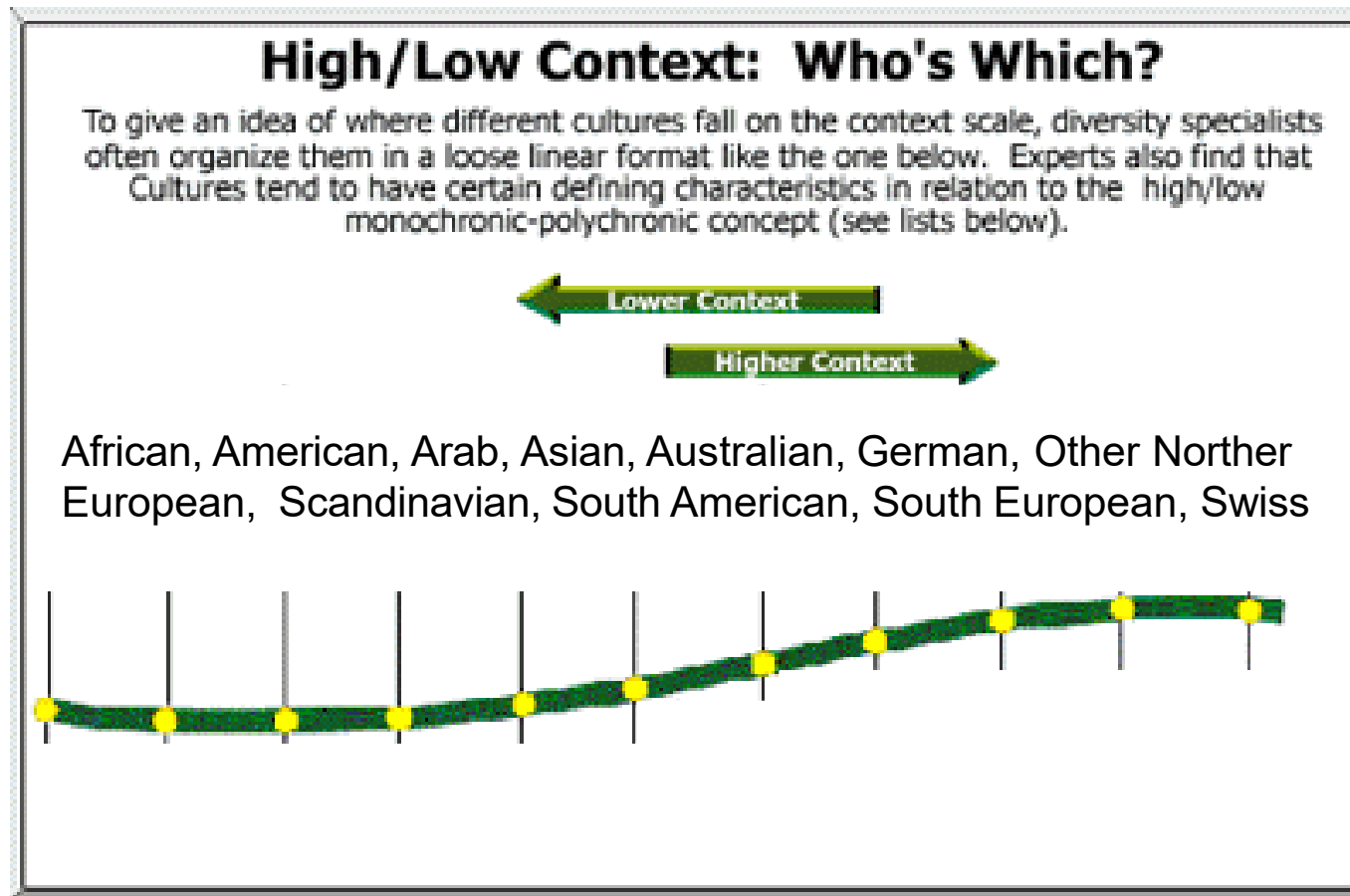http://changingminds.org/explanations/culture/hall_culture.htm

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Edward T. Hall's Model of Culture

- Context orientation

Edward T. Hall's Model of Culture

- Context orientation

High/Low Context: Who's Which?

To give an idea of where different cultures fall on the context scale, diversity specialists often organize them in a loose linear format like the one below. Experts also find that Cultures tend to have certain defining characteristics in relation to the high/low monochronic-polychronic concept (see lists below).

← Lower Context

Higher Context →

African, American, Arab, Asian, Australian, German, Other Norther European, Scandinavian, South American, South European, Swiss
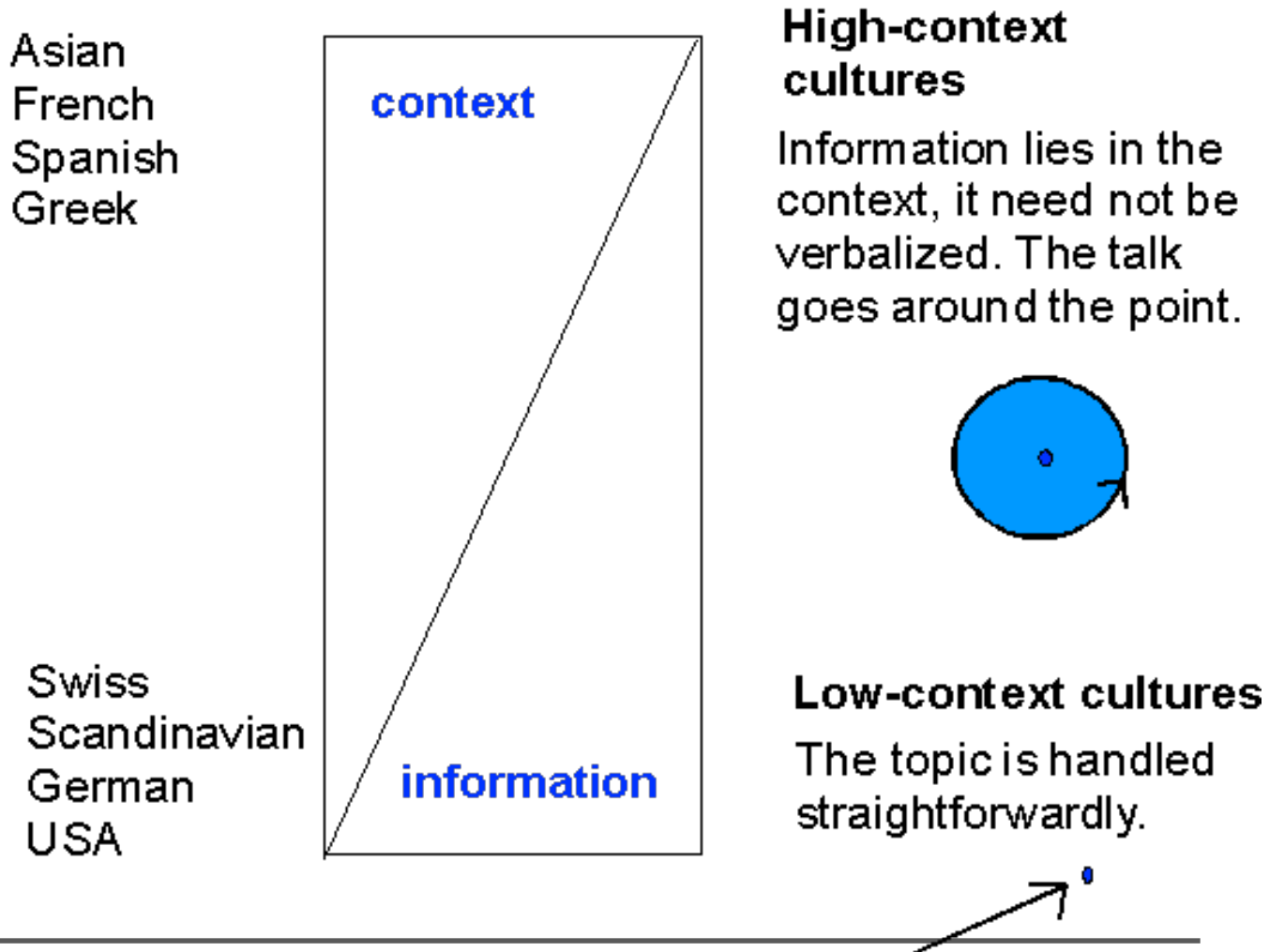
Edward T. Hall's Model of Culture

- Context orientation

Edward T. Hall's Model of Culture

Asian
French
Spanish
Greek

context

High-context cultures

Information lies in the context, it need not be verbalized. The talk goes around the point.

Swiss
Scandinavian
German
USA

information

Low-context cultures

The topic is handled straightforwardly.

Communication attitudes

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Edward T. Hall's Model of Culture

- Time

Polychrone and monchrone culture styles

ready

Edward T. Hall's Model of Culture

- Time

- Monochronic time
  - M-Time, as he called it, means doing one thing at a time. It assumes careful planning and scheduling and is a familiar Western approach that appears in disciplines such as 'time management'.
  - Monochronic people tend also to be in low context.

- Polychronic time
  - In Polychronic cultures, human interaction is valued over time and material things, leading to a lesser concern for 'getting things done' -- they do get done, but more in their own time (Arab, Far East, Asia).
  - Aboriginal and Native Americans have typical polychronic cultures, where 'talking stick' meetings can go on for as long as somebody has something to say.
  - Polychronic people tend also to be in high context.

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Edward T. Hall's Model of Culture

- Time

| Factor	Monochronic action	Polychronic action
Actions	do one thing at a time	do many things at once
Focus	Concentrate on the job at hand	Are easily distracted
Attention to time	Think about when things must be achieved	Think about what will be achieved
Priority	Put the job first	Put relationships first
Respect for property	Seldom borrow or lend things	Borrow and lend things often and easily
Timeliness	Emphasize promptness	base promptness relationship factors

Edward T. Hall's Model of Culture

- Time

0   **20**   **40**   **60**   **80**   **100**

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Edward T. Hall's Model of Culture

- Time
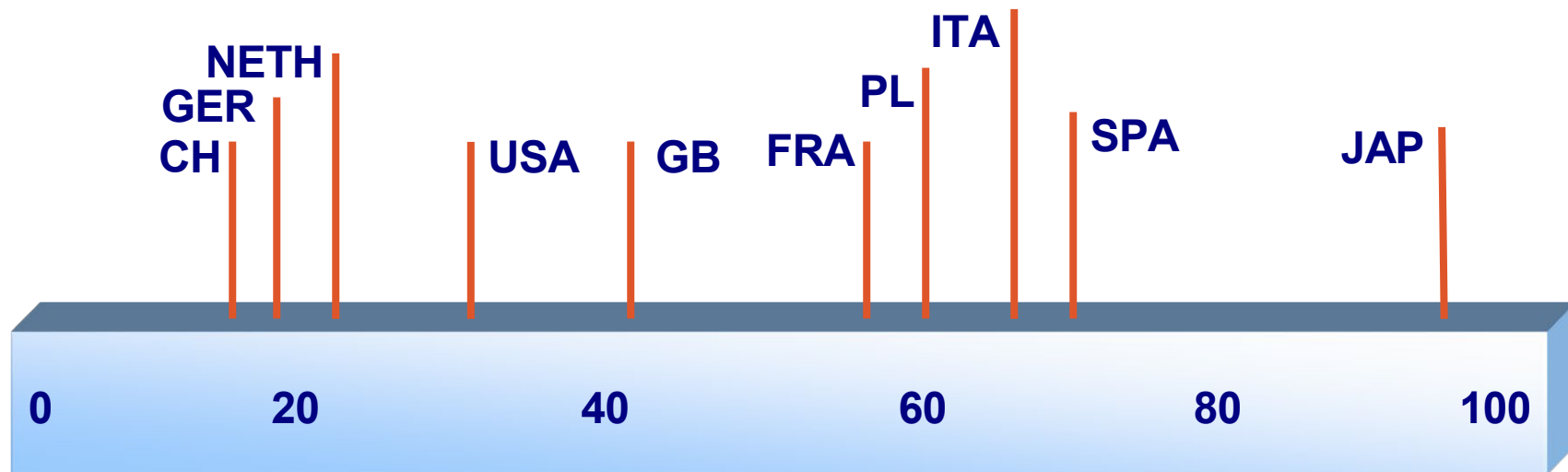
Edward T. Hall's Model of Culture

- Space

- The need for space
    - Some people need more space in all areas. People who encroach into that space are seen as a threat.
    - [Personal space](#) is an example of a mobile form of territory and people need less or greater distances between them and others. A Japanese person who needs less space thus will stand closer to an American, inadvertently making the American uncomfortable.
    - Some people need bigger homes, bigger cars, bigger offices and so on. This may be driven by cultural factors, for example the space in America needs to greater use of space, whilst Japanese need less space (partly as a result of limited useful space in Japan).

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Edward T. Hall's Model of Culture

- Context Messaging

Direct (low context)

- Explicit
- Context not important
- Thinking-focused
- Result-oriented
- Masculine

Indirect (high context)

- Implicit
- Context important
- Feeling-focused
- Relationship-oriented
- Feminine

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Edward T. Hall's Model of Culture

- Context Messaging

Direct

Indirect

0   20   40   60   80   100

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Edward T. Hall's Model of Culture

- Context Messaging

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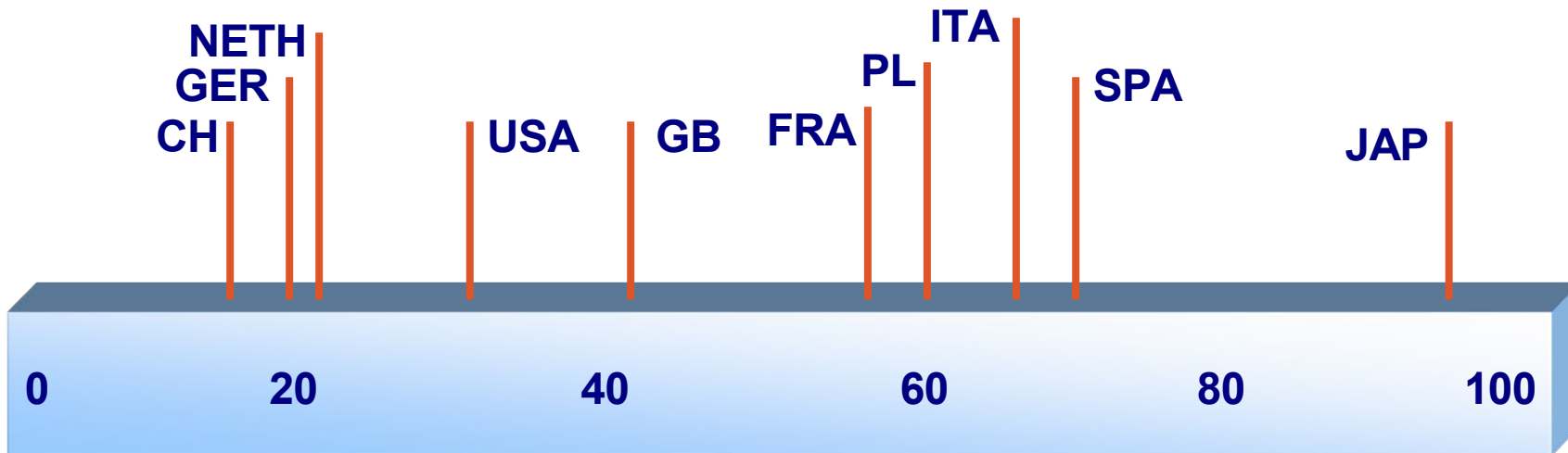
Edward T. Hall's Model of Culture

- Context Messaging

German directness

Thomas wird an die Decke springen.

Kommen wir gleich zur Sache.

Du sagst nur Blödsinn.

Das kann nicht wahr sein.

Wir werden dies nie unterschreiben.

British indirectness

Thomas might tend to disagree.

I was wondering if could talk.

I am not quite with you on that.

Hm, that's an interesting idea.

We'll have to do our homework.

Geert Hofstede's Model of Culture

- In the mid 1970's, the Dutch academic, Geert Hofstede, based his five dimensions of culture on an extensive survey at IBM in which he investigated the influence of national culture.

- His methodology was both unique in size as well in structure. He defined organisational culture is an idea system that is largely shared between organisational members.

- By filtering out IBM's dominant corporate culture from his data on IBM's national subsidiaries, Hofstede was able to statistically distinguish cultural differences between countries.

- Geert Hofstede – sampled 100,000 IBM employees 1963-1973

- Compared employee attitudes and values across 40 countries

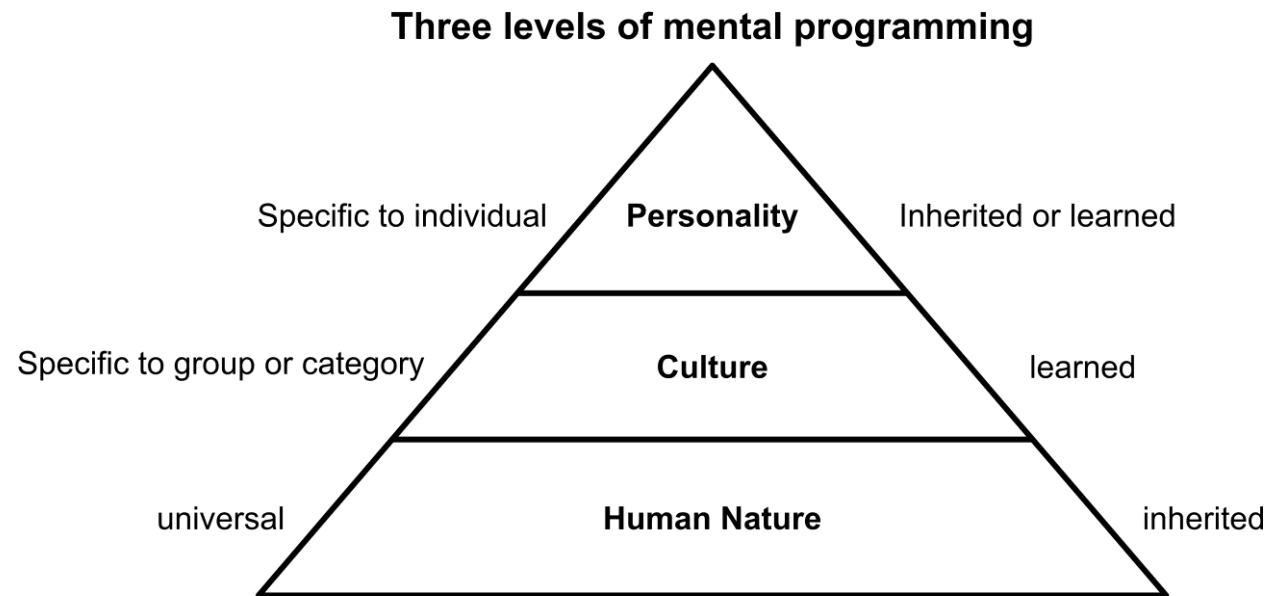- Isolated first 4, later 5 dimensions summarizing culture

https://geert-hofstede.com/

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Geert Hofstede's Model of Culture

- Programming of the Mind

Culture: *"…. the collective programming of the mind that distinguishes the members of one group or category of people from others"*

Hofstede 2004

Three levels of mental programming

Specific to individual   **Personality**   Inherited or learned

Specific to group or category   **Culture**   learned

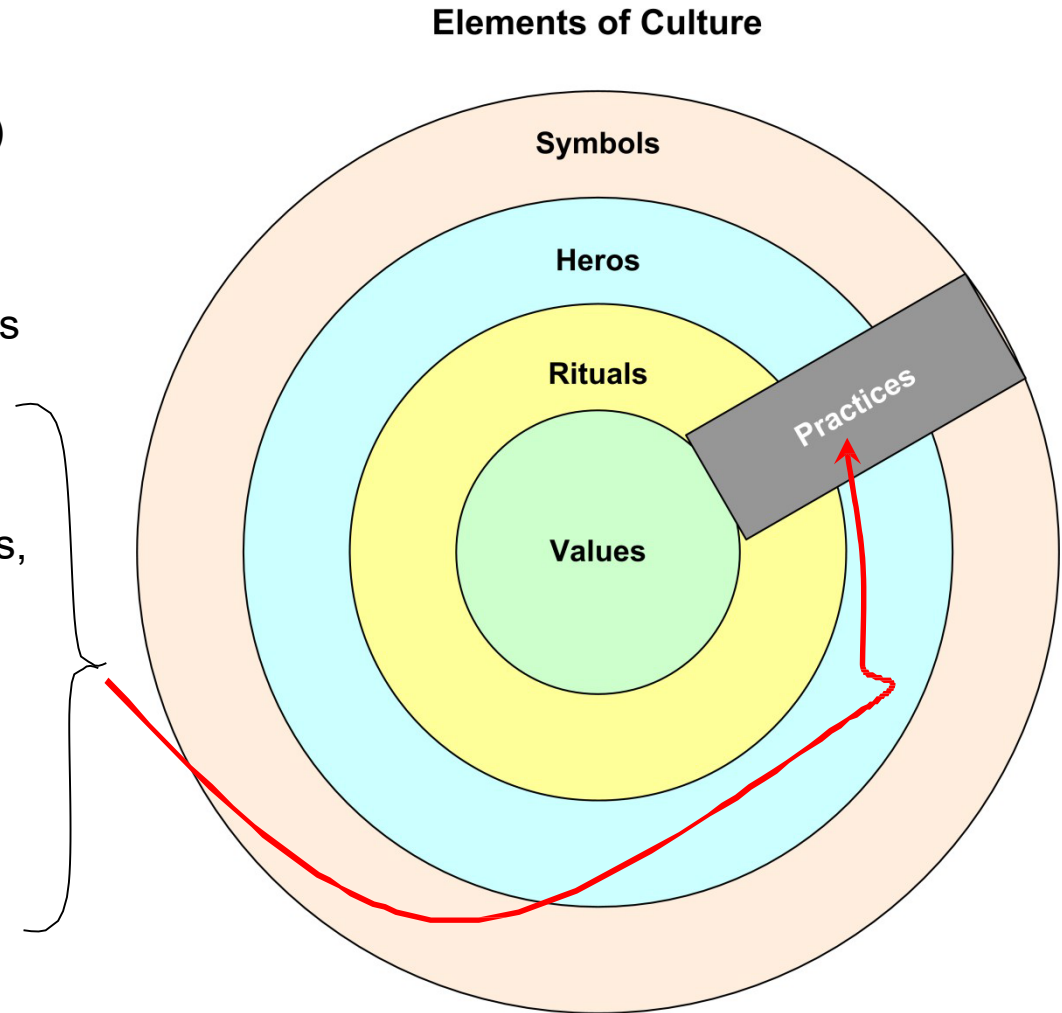universal   **Human Nature**   inherited

Hofstede/Hofstede 2004 p. 4

Hofstede, Geert and Hofstede, Gert-Jan. Cultures and Organizations: Software of the Mind. New York: McGraw-Hill U.S.A., 2004

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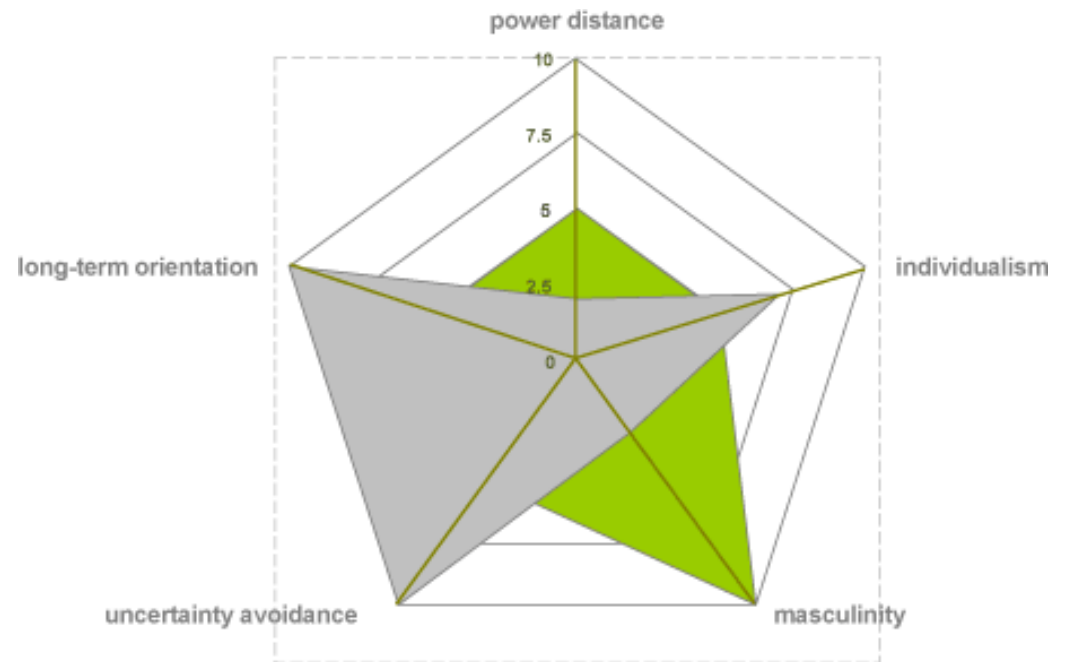# Geert Hofstede's Model of Culture

- Values: subconscious, non-observable (do's and don'ts, taboos)
- Rituals, Heros, Symbols are observable external
  - Rituals: common (culture) activities like family celebrations and academic, religious, and state ceremonies
  - Heroes: religious persons, parents, Musicians, actors, artists, heroes in myth, folktales, stories, etc
  - Symbols: gestures, figures or objects, that carry a particular meaning, recognized only by those who share a particular culture

Elements of Culture

Symbols

Heros

Rituals

Values

Practices

Hofstede/Hofstede 2004 p. 7

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Geert Hofstede's Model of Culture

- Power distance
- Uncertainty avoidance
- Individualism
- Masculinity
- Long-term orientation

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Geert Hofstede's Model of Culture

- POWER DISTANCE Index (PDI)
  - Subordinates' expectations of the social distance between subordinates & superiors
  - **High-PD countries:**
    - Subordinates tend to be afraid of their bosses
    - bosses tend to be paternalistic and autocratic.
  - **Low-PD countries:**
    - subordinates more likely to challenge bosses
    - bosses tend to use a consultative management style.

Geert Hofstede's Model of Culture
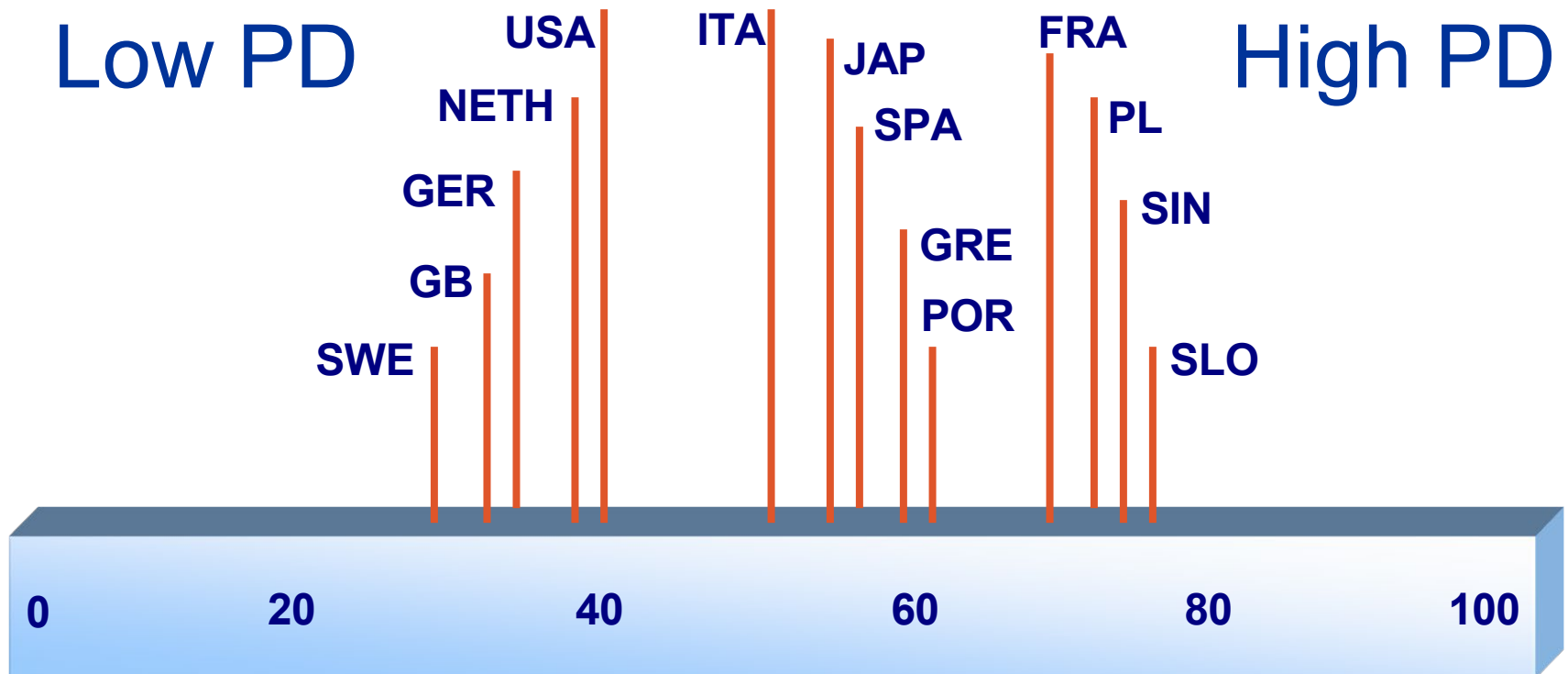
- Geert Hofstede's Model of Culture

Low PD   High PD

| 0 | 20 | 40 | 60 | 80 | 100 |

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Geert Hofstede's Model of Culture

- Geert Hofstede's Model of Culture

Low PD · High PD

SWE · GB · GER · NETH · USA · ITA · JAP · SPA · GRE · POR · FRA · PL · SIN · SLO

0   20   40   60   80   100

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Geert Hofstede's Model of Culture

- Should a manager have precise answers to subordinates' questions?

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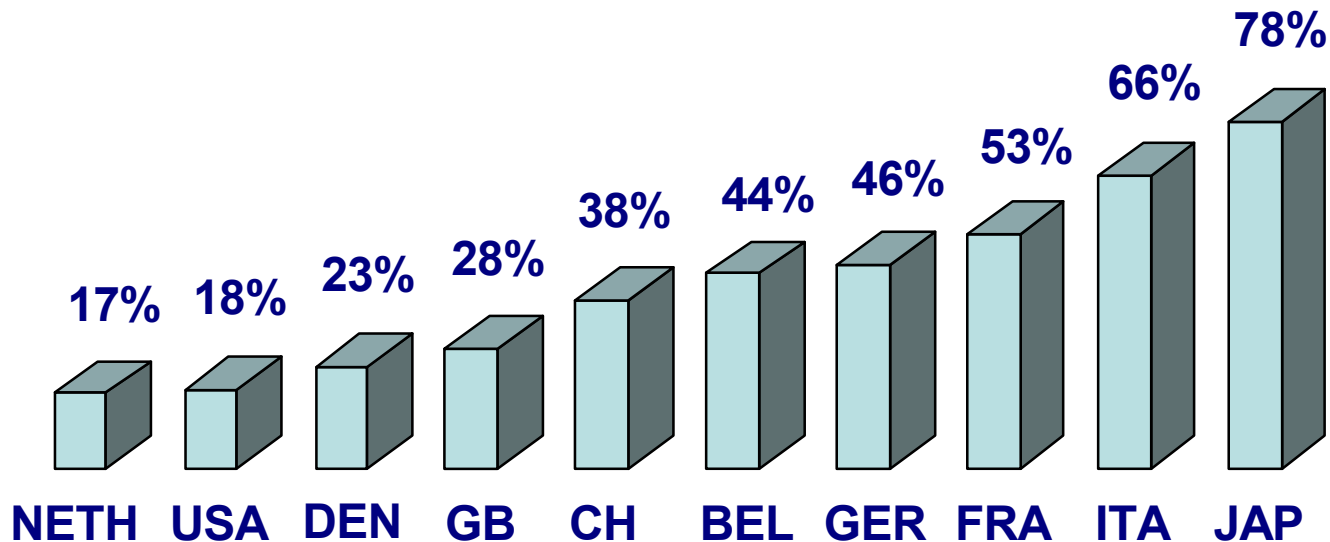
Geert Hofstede's Model of Culture

- UNCERTAINTY AVOIDANCE Index (UAI)
  - **Strongly UA cultures:**
    - People tend to perceive unknown situations as threatening, and so avoid
  - **Weakly UA cultures:**
    - Feel less threatened by unknown situations
    - More open to innovations, risk, change, etc.

Geert Hofstede's Model of Culture

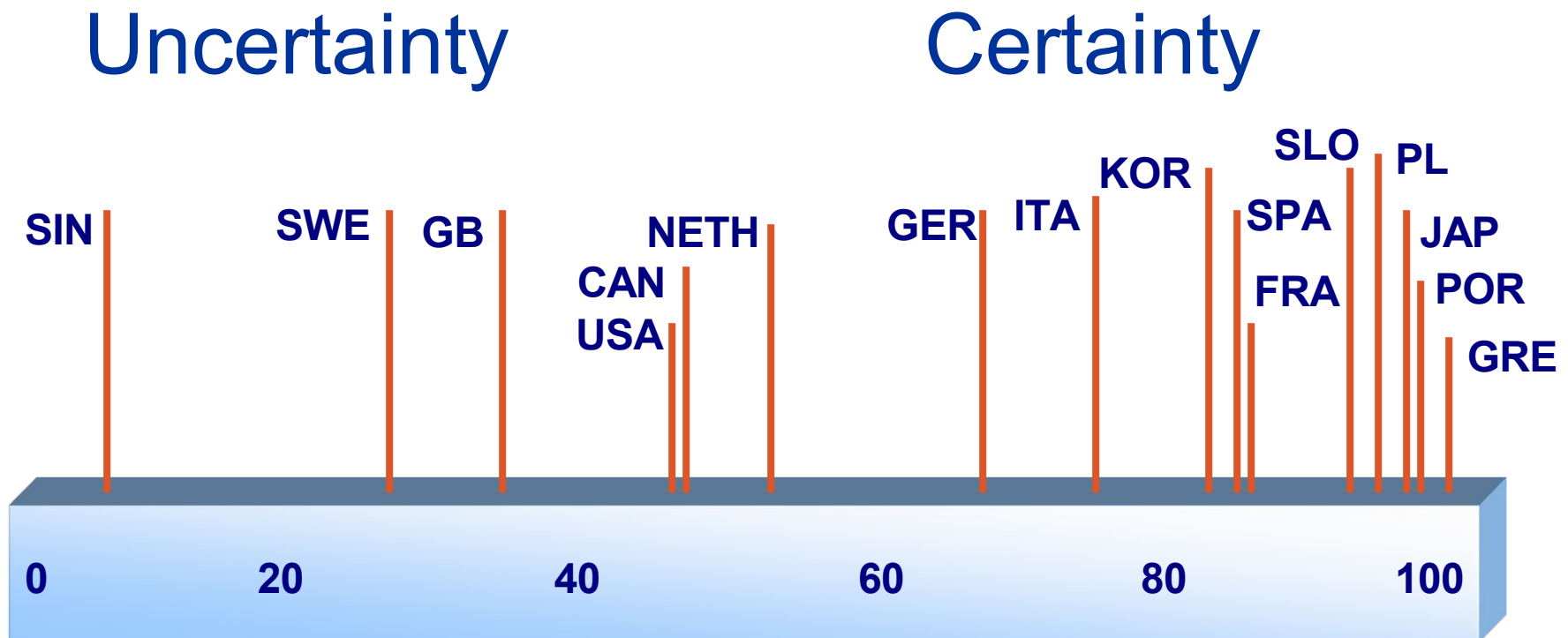- Geert Hofstede's Model of Culture

Uncertainty   Certainty

| 0 | 20 | 40 | 60 | 80 | 100 |

Geert Hofstede's Model of Culture

- Geert Hofstede's Model of Culture

Uncertainty — Certainty scale:

SIN, SWE, GB, CAN, USA, NETH, GER, ITA, KOR, SLO, PL, SPA, FRA, JAP, POR, GRE

0   20   40   60   80   100

Geert Hofstede's Model of Culture

- INDIVIDUALISM versus COLLECTIVISM Index (ICI)

  - Degree to which individual autonomy is valued over group cohesion

  - Individualistic cultures:

    - people are expected to look out for themselves.
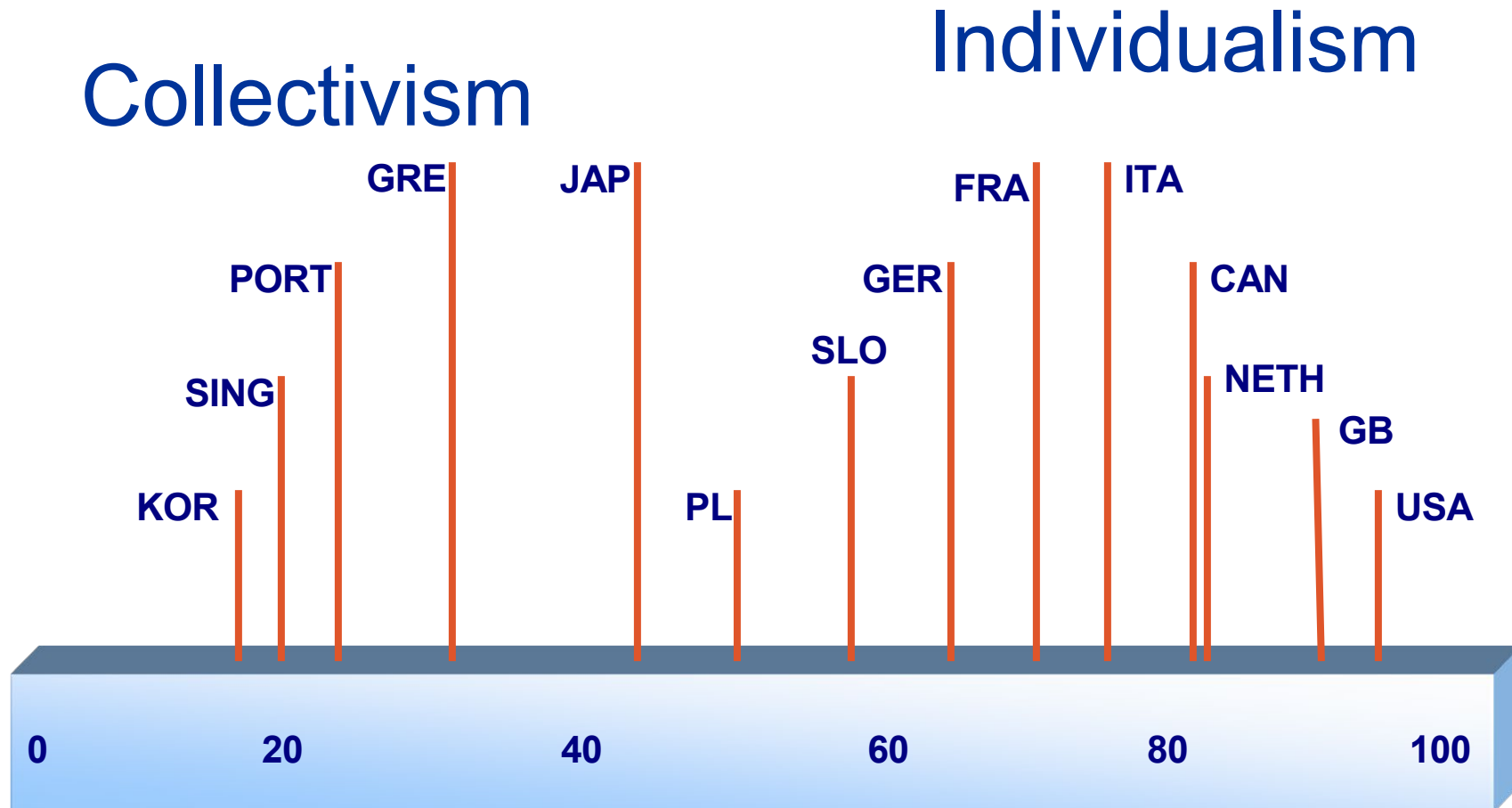   - Group ties are more voluntary, temporary.

  - Collectivistic cultures:

    - strong personal and protective ties
    - based on loyalty to the group during one's lifetime and often beyond (patterned after family ties).

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Geert Hofstede's Model of Culture

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Collectivism

Individualism

| 0 | 20 | 40 | 60 | 80 | 100 |

Geert Hofstede's Model of Culture

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Collectivism

Individualism

KOR SING PORT GRE JAP PL SLO GER FRA ITA CAN NETH GB USA

0   20   40   60   80   100

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Geert Hofstede's Model of Culture

- MASCULINITY versus FEMININITY Index (MAI)
  - Degree to which the culture leans toward masculine values or feminine values.
  - *What do you suppose these would be?*

  - **IBM study: Typically feminine values in employment:**
    - Good working relationship with supervisors
    - Cooperative environment
    - Living area desirable to themselves and families
    - Job security
  - **Typically masculine values in employment:**
    - high opportunity for earnings
    - recognition when doing a good job,
    - opportunity for advancement
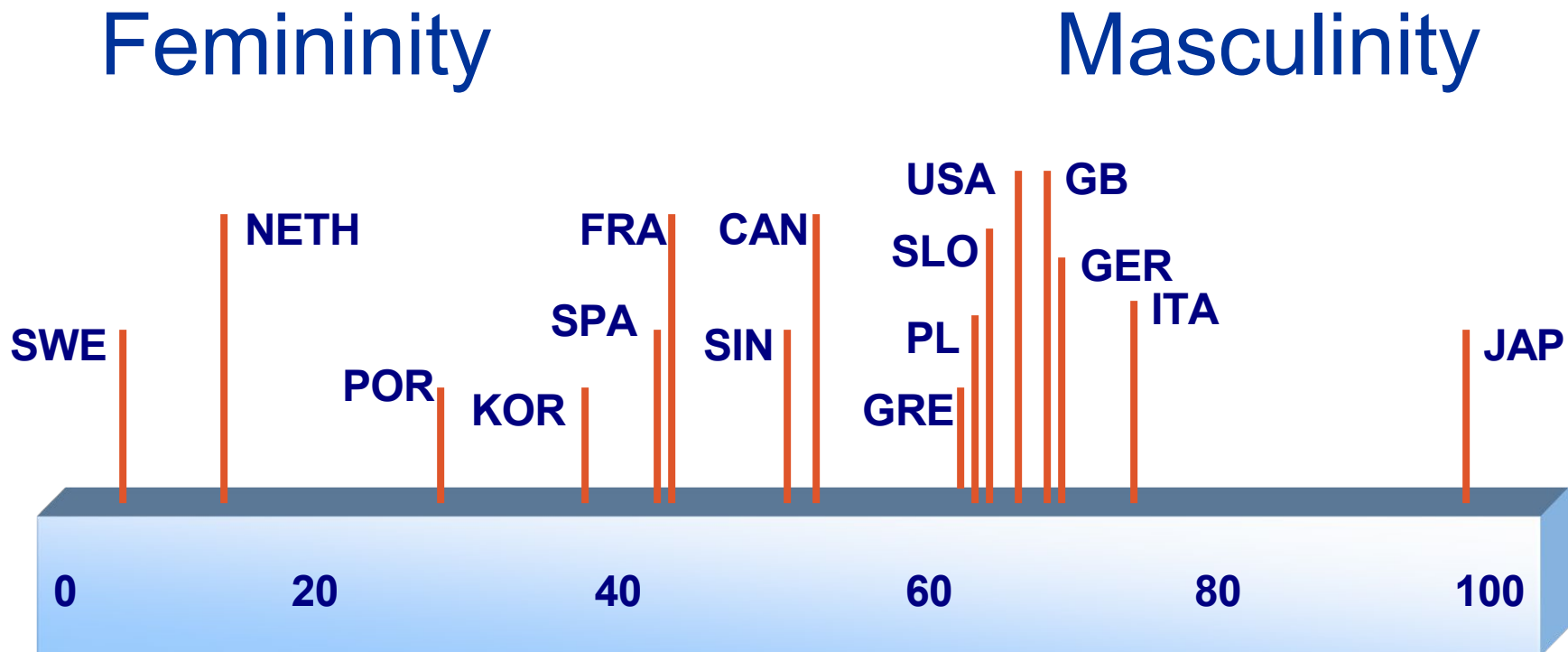   - challenging work -- sense of accomplishment.

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Geert Hofstede's Model of Culture

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Femininity   Masculinity

0	20	40	60	80	100

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Geert Hofstede's Model of Culture

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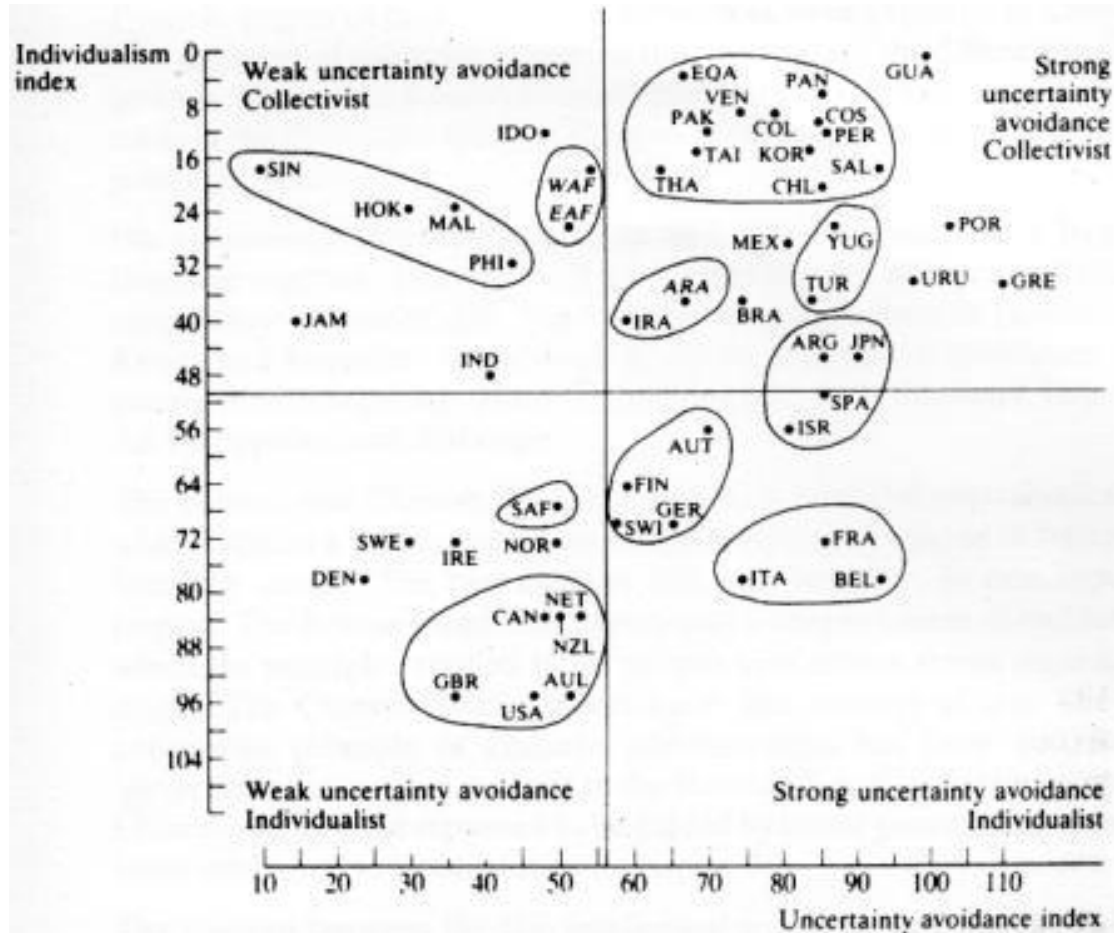Wissenschaftsdialog

Geert Hofstede's Model of Culture

Geert Hofstede's Model of Culture

- LONG-TERM ORIENTATION Index (LTI)
  - Two different ways of seeking well-being:
  - Long-term orientation (<u>saving</u> for future):
    - persistence and perseverance toward goals; thriftiness; a respect for hierarchy in relationships
  - Short-term orientation (<u>giving</u> for future):
    - preserving social stability and personal reputation; favors and gifts as investments; respect for tradition.

Geert Hofstede's Model of Culture

- References: www.geert-hofstede.com

- Hofstede, Geert. Culture's Consequences, Comparing Values, Behaviors, Institutions, and Organizations Across Nations Thousand Oaks CA: Sage Publications, 2001

- Hofstede, Geert. Cultures and Organizations: Software of the Mind. London: McGraw-Hill U.K., 1991. New York, McGraw-Hill U.S.A.,1997. Entirely re-written Third Millennium Edition, by Geert Hofstede and Gert Jan Hofstede, forthcoming, New York: McGraw-Hill U.S.A., 2004.

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Concept of Culture

When working in other countries and with people from overseas,

- first research their national culture along all these dimensions,
- then check first whether the people use these.

By default and when talking with national groups, take account of these factors.

Exercise

o Self-Assessment Exercise----------------15 mins.
o Group Discussions------------------------15 mins.
o What major changes in other cultures ?-10 mins

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