

# THE CULTURE MAP

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*BREAKING THROUGH THE INVISIBLE  
BOUNDARIES OF GLOBAL BUSINESS*

ERIN MEYER



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FIGURE I.1.

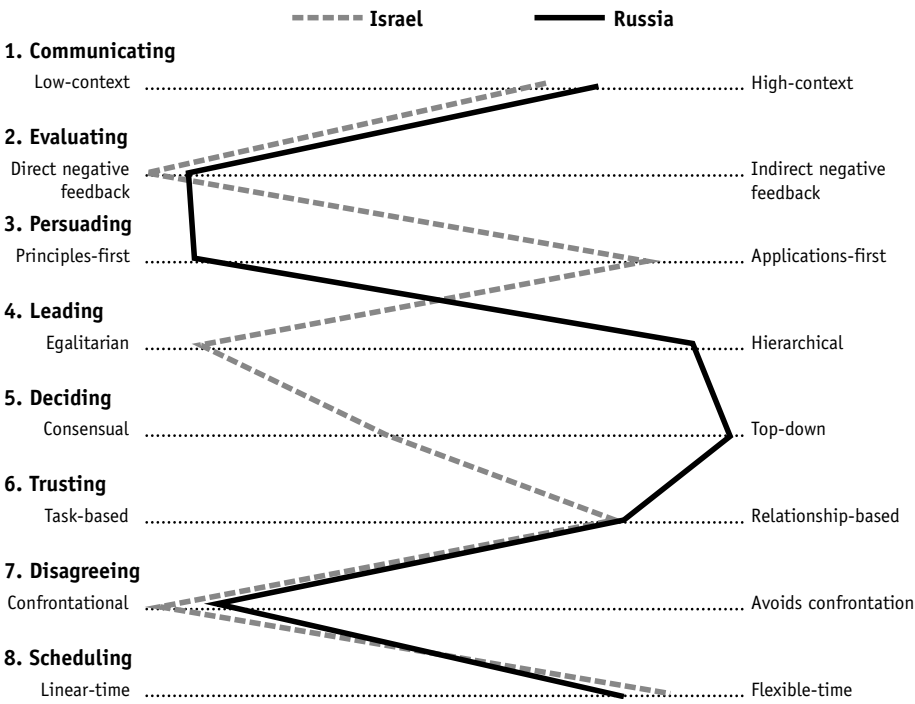
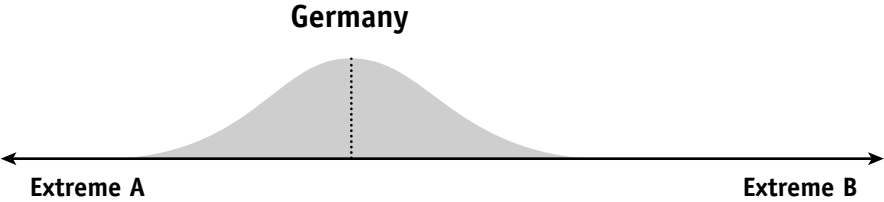


FIGURE I.2.



**FIGURE I.3.**

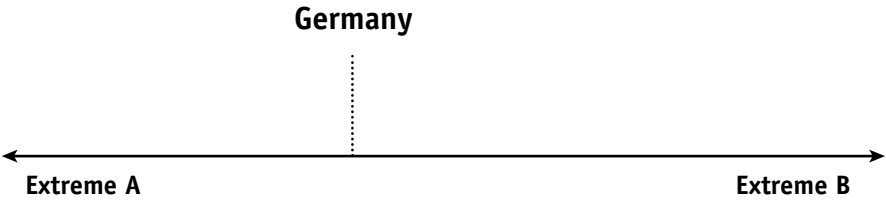
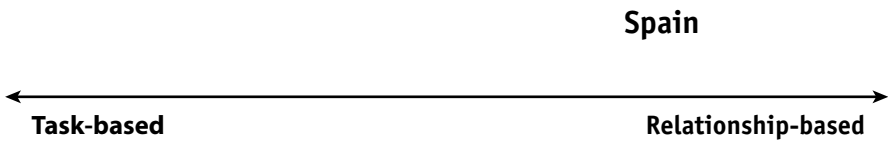


FIGURE I.4.



FIGURE I.5.



**FIGURE I.6.**



FIGURE 1.1. COMMUNICATING

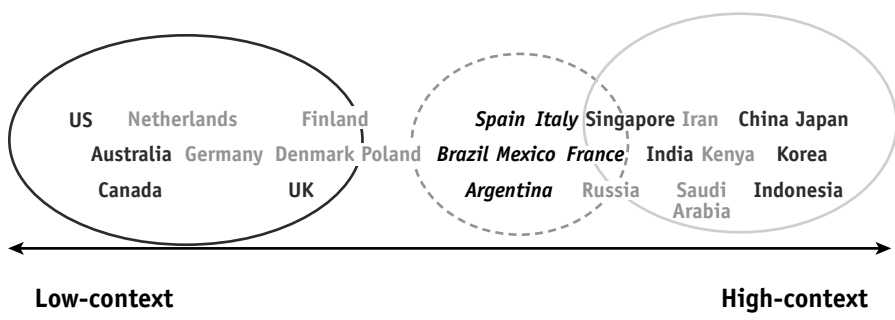


**Low-Context** Good communication is precise, simple, and clear. Messages are expressed and understood at face value. Repetition is appreciated if it helps clarify the communication.

**High-Context** Good communication is sophisticated, nuanced, and layered. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.



FIGURE 1.2. COMMUNICATING



**FIGURE 2.1. ANGLO-DUTCH TRANSLATION GUIDE**

<b>What the British say</b>	<b>What the British mean</b>	<b>What the Dutch understand</b>
With all due respect...	I think you are wrong.	He is listening to me.
Perhaps you would think about...I would suggest...	This is an order. Do it or be prepared to justify yourself.	Think about this idea and do it if you like.
Oh, by the way...	The following criticism is the purpose of this discussion.	This is not very important.
I was a bit disappointed that...	I am very upset and angry that...	It doesn't really matter.
Very interesting...	I don't like it.	He is impressed.
Could you consider some other options?	Your idea is not a good one.	He has not yet decided.
Please think about that some more.	It's a bad idea. Don't do it.	It's a good idea. Keep developing it.
I'm sure it's my fault.	It's not my fault.	It's his fault.
That is an original point of view.	Your idea is stupid.	He likes my idea!

*Source:* Nanette Ripmeester

FIGURE 2.2. EVALUATING

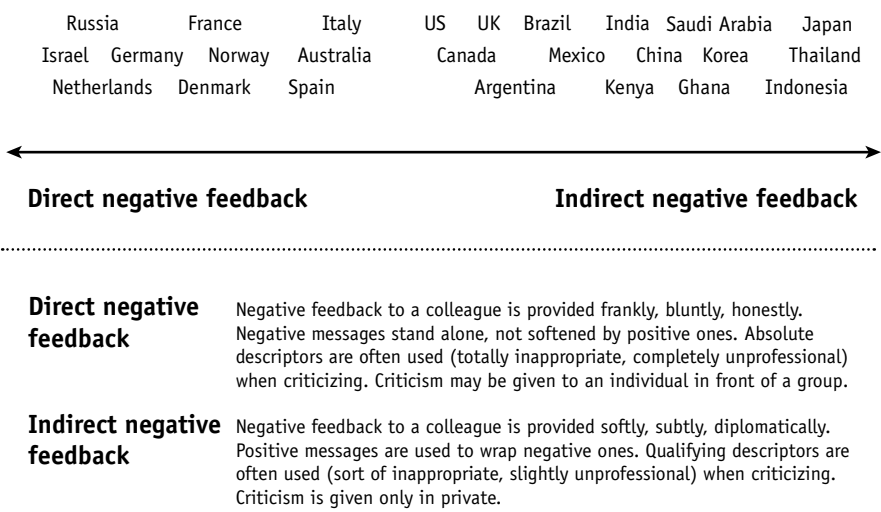


FIGURE 2.3.

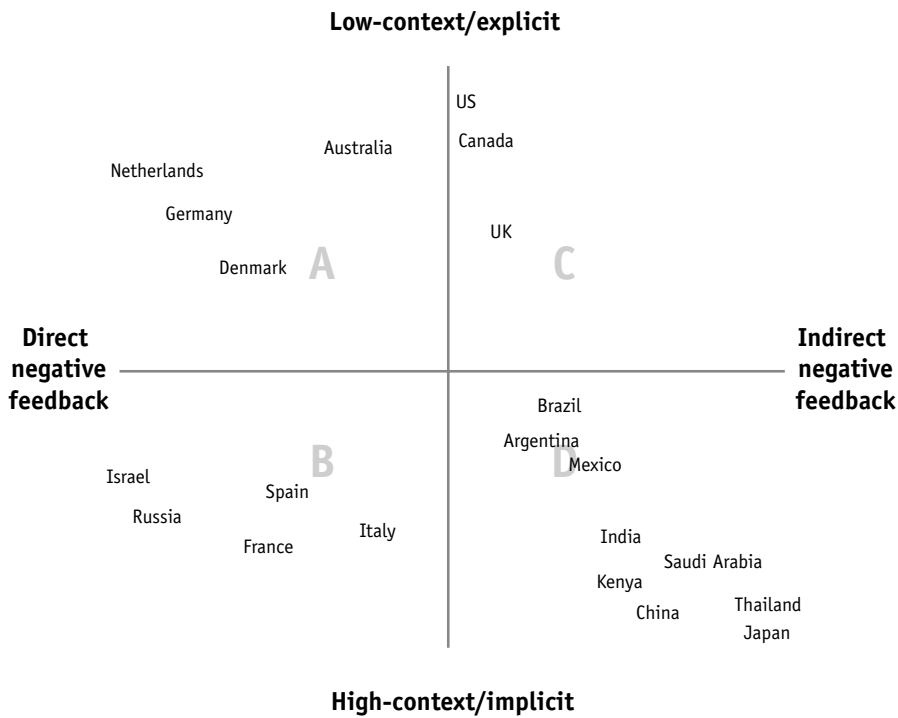


FIGURE 3.1. PERSUADING

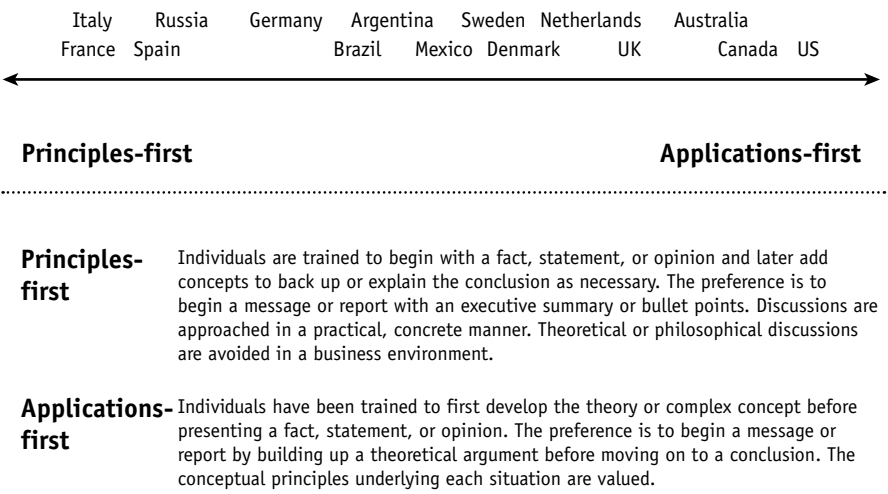


FIGURE 3.2



**FIGURE 3.3.** Left: American portrait. Right: Japanese portrait



FIGURE 4.1. LEADING

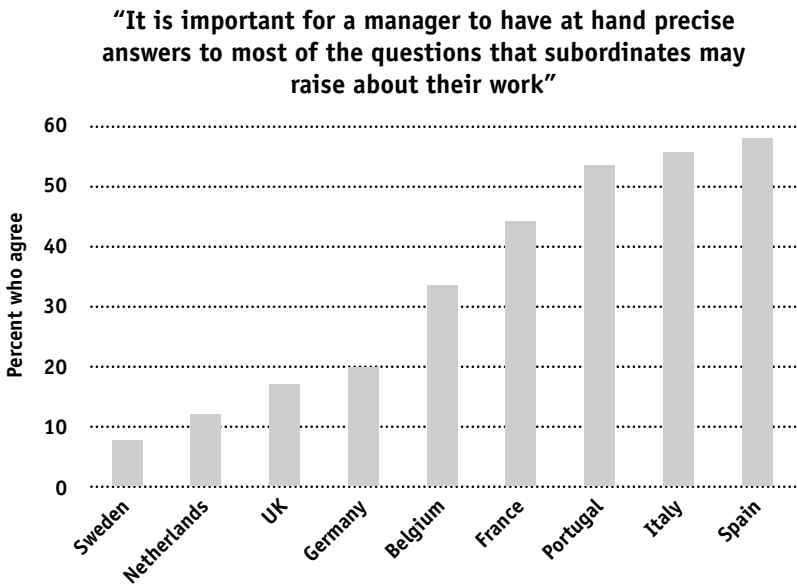


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- Egalitarian** The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organizational structures are flat. Communication often skips hierarchical lines.
- Hierarchical** The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organizational structures are multilayered and fixed. Communication follows set hierarchical lines.



FIGURE 4.2.



**FIGURE 4.3.**

<b>General traits of egalitarian cultures:</b>	<b>General traits of hierarchical cultures:</b>
It's okay to disagree with the boss openly even in front of others.	An effort is made to defer to the boss's opinion especially in public.
People are more likely to move to action without getting the boss's okay.	People are more likely to get the boss's approval before moving to action.
If meeting with a client or supplier, there is less focus on matching hierarchical levels.	If you send your boss, they will send their boss. If your boss cancels, their boss also may not come.
It's okay to e-mail or call people several levels below or above you.	Communication follows the hierarchical chain.
With clients or partners you will be seated and spoken to in no specific order.	With clients or partners you may be seated and spoken to in order of position.

FIGURE 5.1.

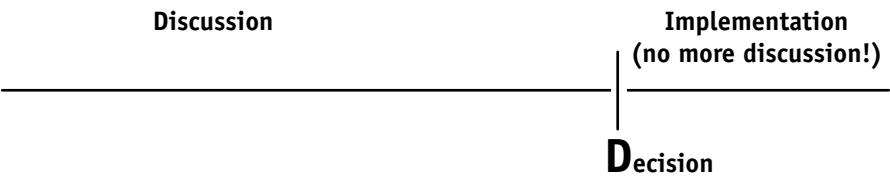
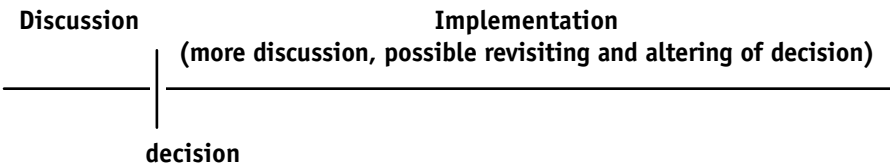


FIGURE 5.2.



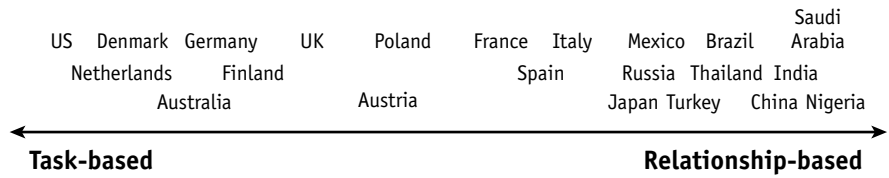
**FIGURE 5.3. DECIDING**



**Consensual** Decisions are made in groups through unanimous agreement.

**Top-down** Decisions are made by individuals (usually the boss).

FIGURE 6.1. TRUSTING



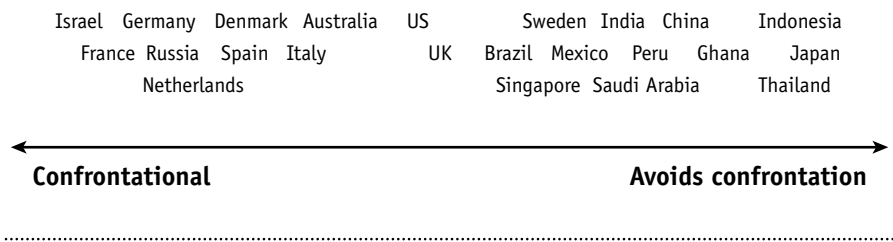
**Task-based**

Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.

**Relationship-based**

Trust is built through sharing meals, evening drinks, and visits at the coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, I know others well who trust you, I trust you.

FIGURE 7.1. DISAGREEING



<b>Confrontational</b>	Disagreement and debate are positive for the team or organization. Open confrontation is appropriate and will not negatively impact the relationship.
<b>Avoids confrontation</b>	Disagreement and debate are negative for the team or organization. Open confrontation is inappropriate and will break group harmony or negatively impact the relationship.

**FIGURE 7.2.**

**TOP ROW: PAKISTANI CHILDREN PLAYING IN PAIRS**

8-year-olds winning

8-year-olds losing



8-year-olds winning

8-year-olds losing

**BOTTOM ROW: DUTCH CHILDREN PLAYING IN PAIRS**

**FIGURE 7.2. (CONTINUED)**

**TOP ROW: PAKISTANI CHILDREN PLAYING IN PAIRS**

12-year-olds winning

12-year-olds losing



12-year-olds winning

12-year-olds losing

**BOTTOM ROW: DUTCH CHILDREN PLAYING IN PAIRS**



FIGURE 7.3.

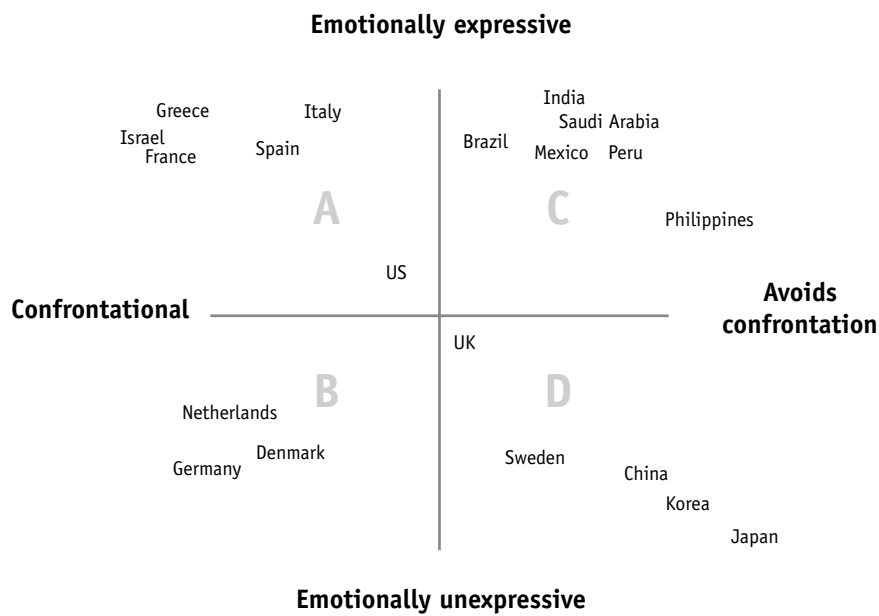


FIGURE 8.1. SCHEDULING



**Linear-time** Project steps are approached in a sequential fashion, completing one task before beginning the next. One thing at a time. No interruptions. The focus is on the deadline and sticking to the schedule. Emphasis is on promptness and good organization over flexibility.

**Flexible-time** Project steps are approached in a fluid manner, changing tasks as opportunities arise. Many things are dealt with at once and interruptions accepted. The focus is on adaptability, and flexibility is valued over organization.

FIGURE E.1.

