

Cultural Awareness

Lewis Model

- **Linear-actives** — those who plan, schedule, organize, pursue action chains, do one thing at a time.

Lewis Model

- **Multi-actives** — those lively, loquacious peoples who do many things at once, planning their priorities not according to a time schedule, but according to the relative thrill or importance that each appointment brings with it.

Lewis Model

- **Reactives** — those cultures that prioritize courtesy and respect, listening quietly and calmly to their interlocutors and reacting carefully to the other side's proposals.

Linear-actives

- Talks half of the time
- Does one thing at the time
- Plans ahead step by step
- Polite but direct
- Confronts with logic
- Job-oriented
- Respects officialdom

Multi-actives

- Talks most of the time
- Does several things at once
- Plans grand outline only
- Emotional
- Confronts emotionally
- People-oriented
- Seeks out key person

Reactive

- Listens most of the time
- Reacts to partner's action
- Looks at general principles
- Polite, indirect
- Never confronts
- Very people-oriented
- Uses connections

Linear-actives

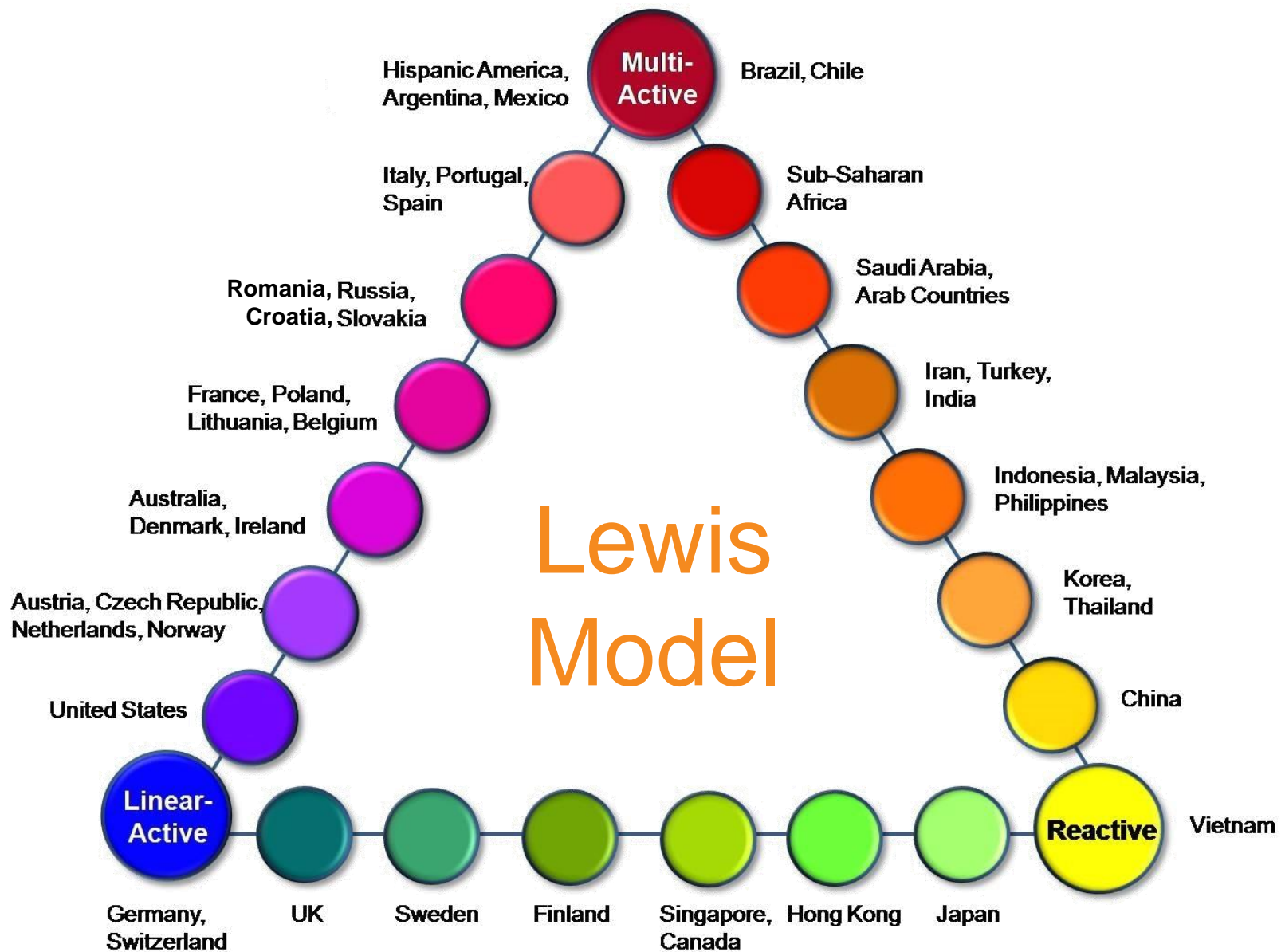
- Sticks to facts
- Result-oriented
- Sticks to agenda
- Written word important
- Restrained body language
- Truth before diplomacy
- Separate the social and professional

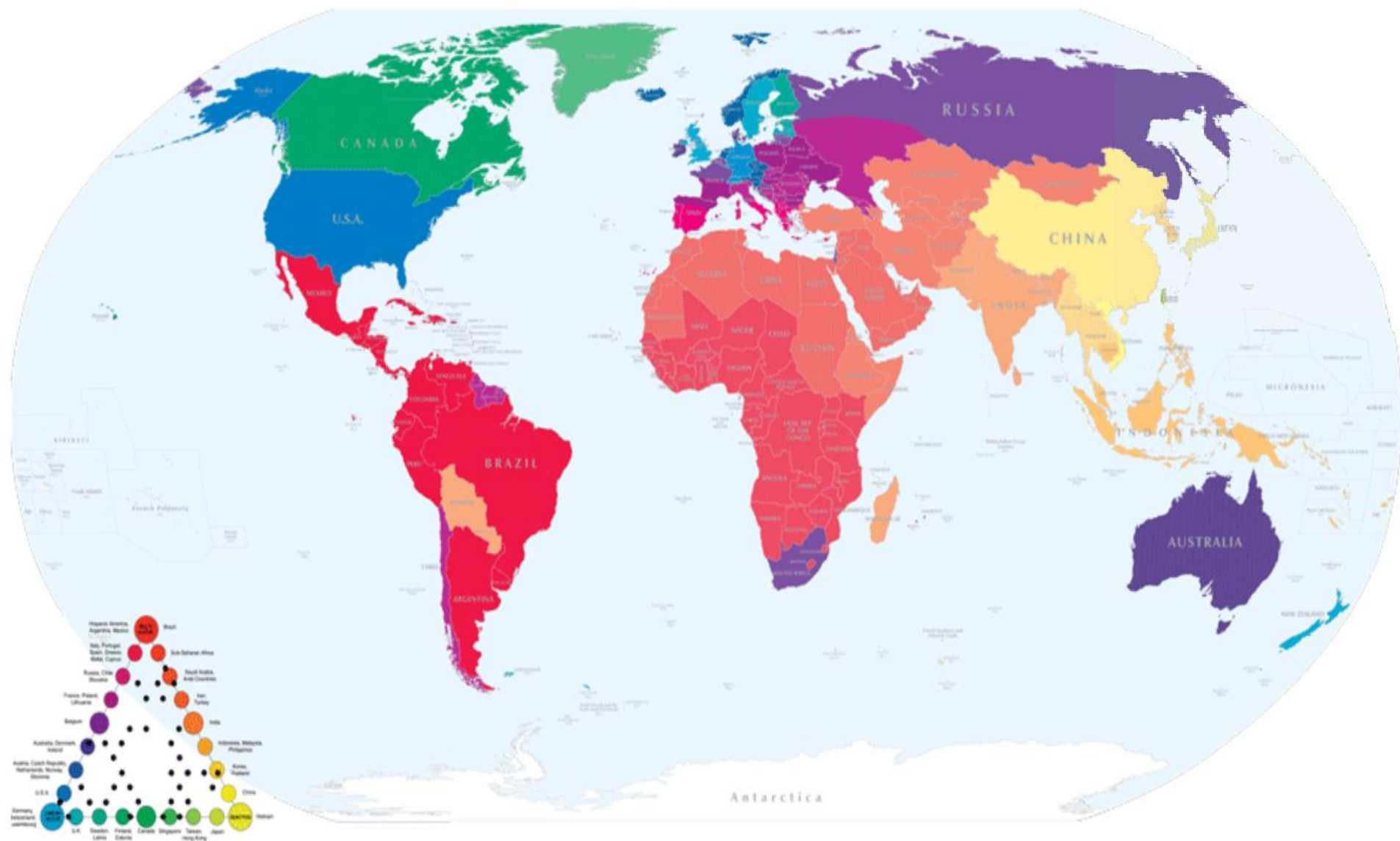
Multi-actives

- Feelings before facts
- Relationship-oriented
- Roams back and forth
- Spoken word important
- Unrestrained body language
- Flexible truth
- Mixes the social and professional

Reactive

- Statements are promises
- Harmony-oriented
- Often asks for “repeats”
- Face-to-face contact important
- Subtle body language
- Diplomacy over truth
- Connects the social and professional





Geert Hofstede Model

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

Geert Hofstede Model

- ***Power distance***

- the degree to which the less powerful members of a society accept and expect that power is distributed unequally
- how a society handles inequalities among people
- ↑ *people* accept a hierarchical order in which everybody has a place and which needs no further justification
- ↓ people strive to equalise the distribution of power and demand justification for inequalities of power

Geert Hofstede Model

- ***Individualism***

- people's self-image is defined in terms of "I" or "we."
- ↑ preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families
- ↓ a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty

Geert Hofstede Model

- ***Masculinity***

- ↑ a preference in society for achievement, heroism, assertiveness and material rewards for success → *competitive*
- ↓ a preference for cooperation, modesty, caring for the weak and quality of life → *consensus-oriented*

Geert Hofstede Model

- ***Uncertainty avoidance***

- the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity
- ↑ rigid codes of belief and behaviour and intolerant of unorthodox behaviour and ideas
- ↓ a more relaxed attitude in which practice counts more than principles

Geert Hofstede Model

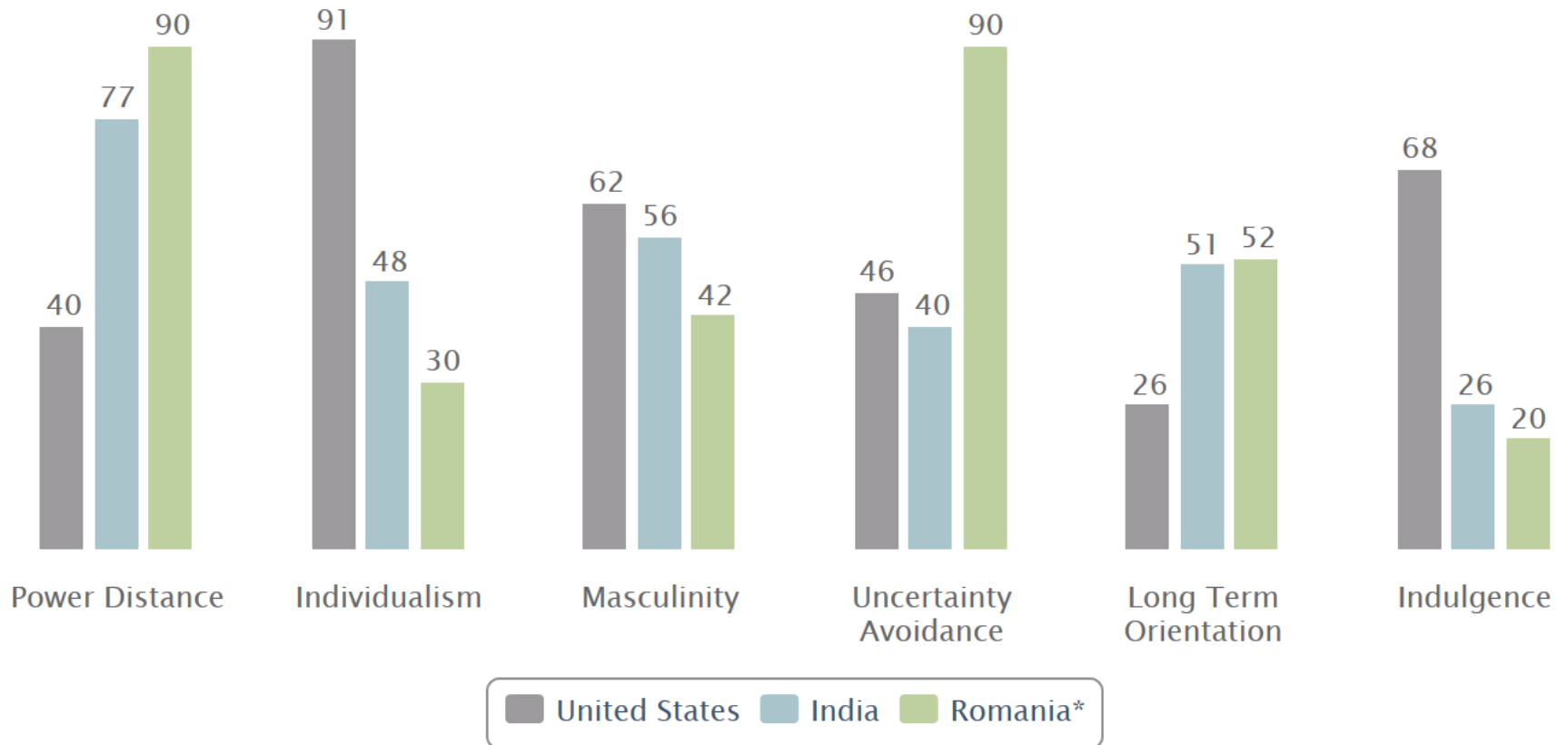
- ***Long term orientation***
 - normative vs pragmatic
 - ↑ encourage thrift and efforts in modern education as a way to prepare for the future
 - ↓ prefer to maintain time-honoured traditions and norms while viewing societal change with suspicion

Geert Hofstede Model

- ***Indulgence***

- ↑ a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun
- ↓ a society that suppresses gratification of needs and regulates it by means of strict social norms

Measures of Culture (Geert Hofstede)



Stages of Cultural Interaction



Stages of Cultural Interaction



1. “Honeymoon”

- Enthusiasm
- Curiosity
- What is not understood is:
 - “strange”
 - “interesting”

Stages of Cultural Interaction

2. “Crisis” / Shock

- Conflict of values/beliefs
- Feeling of inadequacy
- Frustration

- *Fight:*

Judging/Labelling

Irritation / Hostility

- *Run:*

Separation/Isolation

Spend time with people
of the same kind



Stages of Cultural Interaction

3. “Gradual adjustment”

- Trying to understand the new culture
- Mixing “familiarity” with “unfamiliar” (even if not fully understood)
- Acceptance of the new rules (essential to move to next step)



Stages of Cultural Interaction

4. “Complete adjustment / Biculturalism”

- Disappearance of the “fish out of water” feeling
- Adoption of the new culture rules
- Change of the belief system



Stages of Cultural Interaction

5. “Return crisis”

- Reentering of the culture shock
- The need for integration without sacrificing the newly adopted values



Skills needed to overcome the cultural crisis

1. The ability and willingness to manage the psychological stress
2. The ability and willingness to communicate effectively
3. The ability and willingness to build interpersonal relations

Steps to improve CQ

- **Step 1: Awareness**

- *Self Awareness*
- *Awareness that others have different styles*
- *Awareness of Cultural Dimensions*

- **Step 2: Ask, Observe, Listen & Share**

- *Don't treat any information as absolute*
- *With increasing Globalization, the differences in culture start getting diluted, especially in younger generations*
- *Keep adding information to existing knowledge; discuss dilemmas with peers interacting with similar cultures*

- **Step 3: Adapt & Modify**

- *Understand Style Switching*
- *How to modify our behavior to interact with different styles*

Tips to improve CQ

- *Keep an open mind*
- *Have at least some knowledge of people's cultural backgrounds*
- *Practice active listening*
- *Watch your nonverbal communication*
- *Maintain a personal touch*