Cultural perception and social values an are embedded in every conflict because conflicts arise in human relationships. Cultural perception and social values affect the ways we name, frame, blame, and attempt to tame conflicts. Cultural perception and social values is always a factor in conflict, whether it plays a central role or influences it subtly and gently. For any conflict that touches us where it matters, where we make meaning and hold our identities, there is always a cultural component. Intractable conflicts like the Israeli-Palestinian conflict or the India-Pakistan conflict over Kashmir are not just about territorial, boundary, and sovereignty issues -- they are also about acknowledgement, representation, and legitimization of different identities and ways of living, being, and making meaning.

The following problem arises due to cultural perception and social value :

**Cross-cultural communication** : cross-cultural differences can cause potential issues within an organization. Jack is a manager at a New Mexico-based retail conglomerate. He has flown to Japan to discuss a potential partnership with a local Japanese company. His business contact, Yamato, is his counterpart within the Japanese company. Jack has never been to Japan before, and he's not familiar with their cultural norms. Let's look at some of the ways that a lack of cultural understanding can create a barrier for business success by examining how Jack handles his meeting with Yamato.

**High-context cultures** are the opposite in that trust is the most important part of business dealings. There are areas in the Middle East, Asia and Africa that can be considered high context. Organizations that have high-context cultures are collectivist and focus on interpersonal relationship . Individuals from high-context cultures might be interested in getting to know the person they are conducting business with in order to get a gut feeling on decision making. They may also be more concerned about business teams and group success rather than individual achievement.

**Nonverbal communication:** Gestures and eye contact are two areas of **nonverbal communication** that are utilized differently across cultures. Companies must train employees in the correct way to handle nonverbal communication as to not offend other cultures. For example, American workers tend to wave their hand and use a finger to point when giving nonverbal direction. Extreme gesturing is considered rude in some cultures. While pointing may be considered appropriate in some context in the United States, Yamato would never use a finger to point towards another person because that gesture is considered rude in Japan. Instead, he might gesture with an open hand, with his palm facing up, toward the person.

**Language Differences** : The biggest issue dealing with cross-cultural communication is the difficulty created by language barriers. For example, Jack does not speak Japanese, so he is concerned with his ability to communicate effectively with Yamato. There are some strategies that Jack can use to help establish a rapport with Yamato. Jack can explain himself without words by using emotions, facial expressions, and other nonverbal cues. He can also use drawings and ask for an interpreter.

**Conclusion :** There is no one-size-fits-all approach to conflict resolution, since culture is always a factor. Cultural fluency is therefore a core competency for those who intervene in conflicts or simply want to function more effectively in their own lives and situations. Cultural fluency involves recognizing and acting respectfully from the knowledge that communication, ways of naming, framing, and taming conflict, approaches to meaning-making, and identities and roles vary across cultures.