

BUSINESS COMMUNICATION

CROSS-CULTURAL COMMUNICATION.

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Skoltech

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The Four Communication Skills



Today

How to Make a Great Pitch

Culture: Basic Concepts

Cross-Cultural Communication

Cross-Generational

Cross-Gender

Cross-Professional

How to Prepare a Speech? Structure of the Pitch



How to Deliver a Speech

Be yourself. Be confident. Be enthusiastic.

Nonverbal language. Para-verbal means.

Verbal language.

Keep the balance – what and how

Mind the timing.



FUN!

WHA IS CULTURE?



Culture

- We define **culture** as learned patterns of perception, values and behaviors, shared by a group of people that are dynamic and heterogeneous.
- Rather **culture** is the unique way we have learned to eat, sleep and seek shelter because we are Turkish, Americans or Kazakh, male or female and so on.

Intercultural communication

- **Intercultural communication** occurs when people of different cultural backgrounds interact. The two root words are culture and communication. **Communication** always happens in a particular situation or context.
- What do cultural groups learn and share? First, they share **perceptions**, or ways of looking at the world. Culture sometimes described as a sort of lens through which we view the world.
- The process of perception is composed of three phases: **selection, organization and interpretation.**

Culture

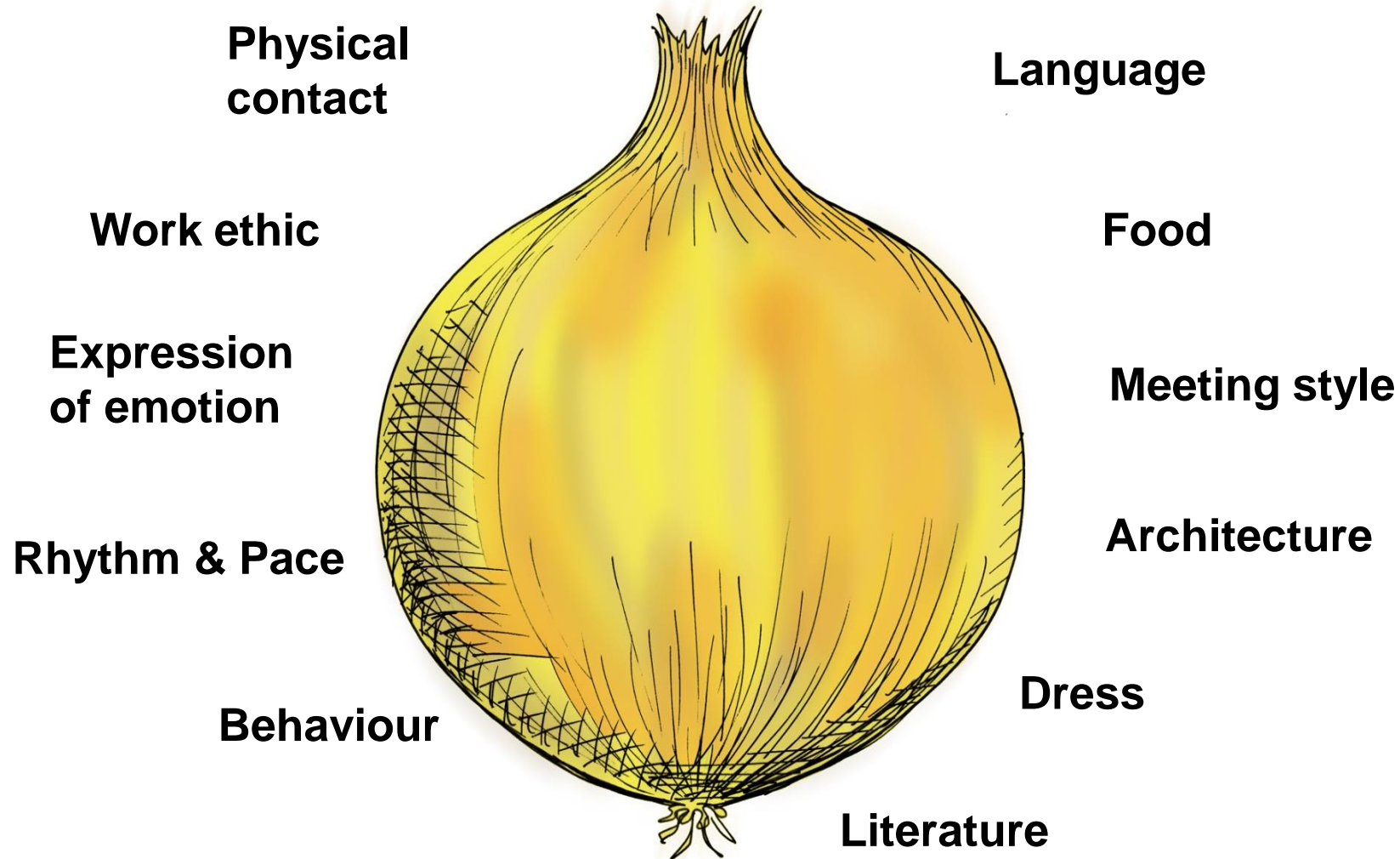
- Cultural patterns are shared.
- Culture is dynamic or changing and can be a source of conflict among different groups.



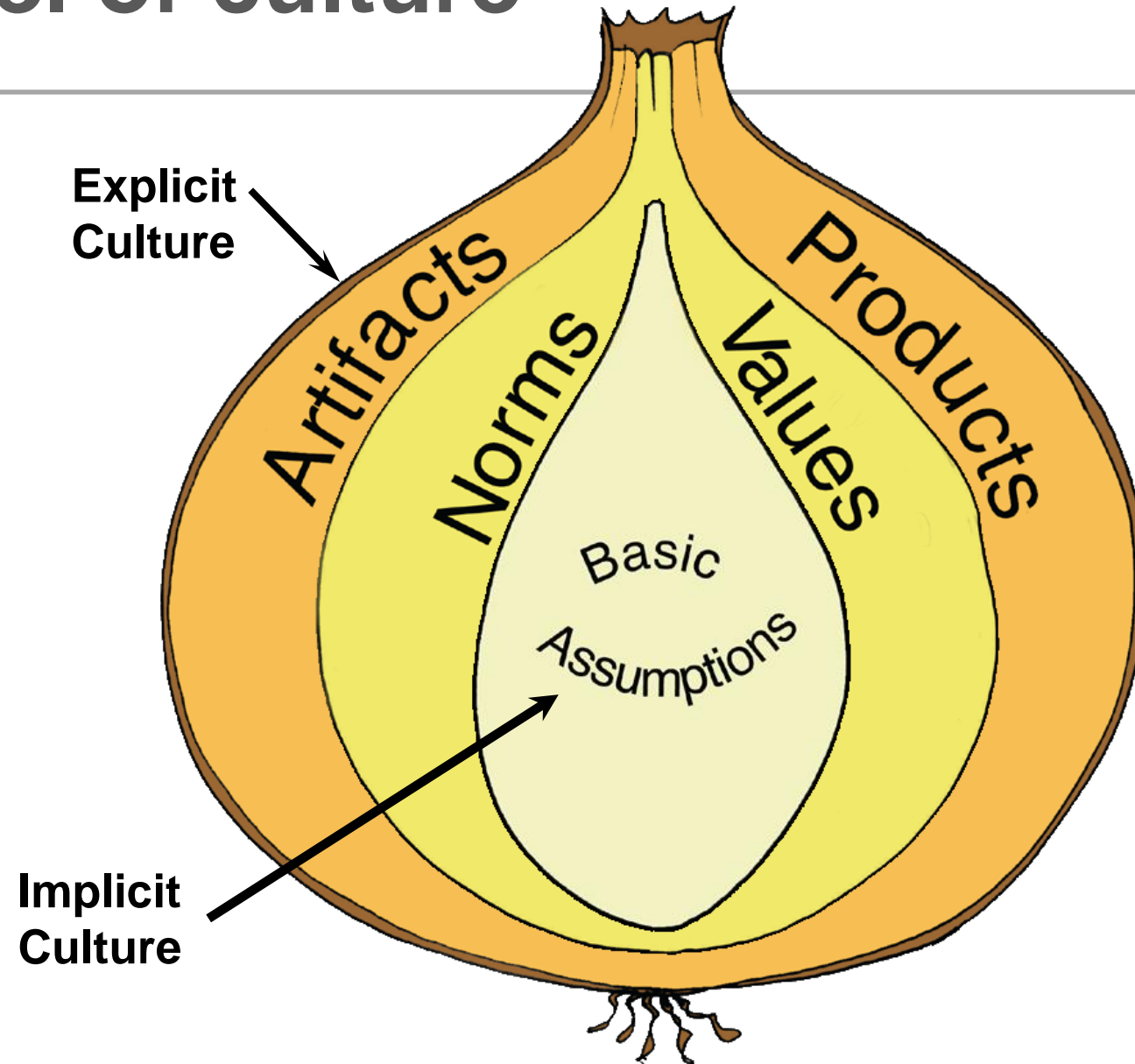
Embodied ethnocentrism

When we are in our cultural surroundings we feel a sense of familiarity and certain level of comfort. We might characterize this feeling as a kind of **Embodied ethnocentrism** which is normal.

A model of culture



A model of culture



Dutch social psychologist Geert Hofstede has identified several additional cultural values:

- power distance;**
- masculinity/ femininity;**
- uncertainty avoidance;**
- long-term/short-term orientation to life.**



Power Distance Low power distance Less hierarchy better	High power distance More hierarchy better
Masculinity/ femininity Femininity Fewer gender-specific roles Value quality of life, support for unfortunate	Masculinity More gender-specific roles Value achievement, ambition, acquisition of material goods
Uncertainty avoidance Low uncertainty avoidance Dislike rules, accept dissent Less formality	High uncertainty avoidance More extensive rules, limit dissent More formality
Long-term/short-term orientation to life Short-term orientation Truth over virtue Prefer quick results	Long-term orientation Virtue over truth Value perseverance and tenacity

Barriers to Intercultural Communication

- **Ethnocentrism, stereotyping, prejudice, discrimination.**
- **Ethnocentrism** is the belief that one's cultural group is superior to all other cultural groups. Believing that one's own country and culture are good is not bad in itself.
- **Stereotypes** are widely held beliefs about a group of people and are a form of generalization-a way of categorizing and processing information we receive about others in our daily life.

Barriers to Intercultural Communication

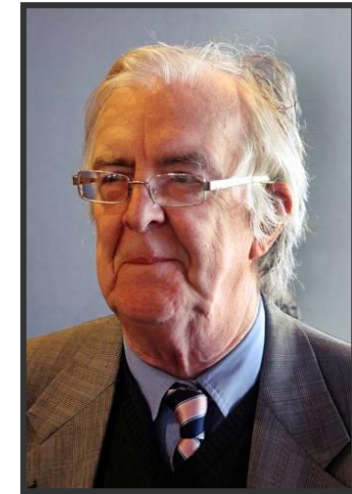
- **Prejudice** is a negative attitude toward a cultural group based on little or no experience. It is a prejudgment of sorts. Whereas stereotypes tell us what a group is like, prejudice tells us how we are likely to feel about that group.
- The behavior that results from stereotyping or prejudice- overt actions to exclude, avoid or distance oneself from other groups- is called **discrimination**. Discrimination may be based on racism or any other “isms” related to belonging to a cultural group (sexism, ageism, elitism).

F. Trompenaars & Ch. Hampden-Turner

Fons Trompenaars is a Dutch organizational theorist, management consultant, and author of many books in the field of cross-cultural communication and management.

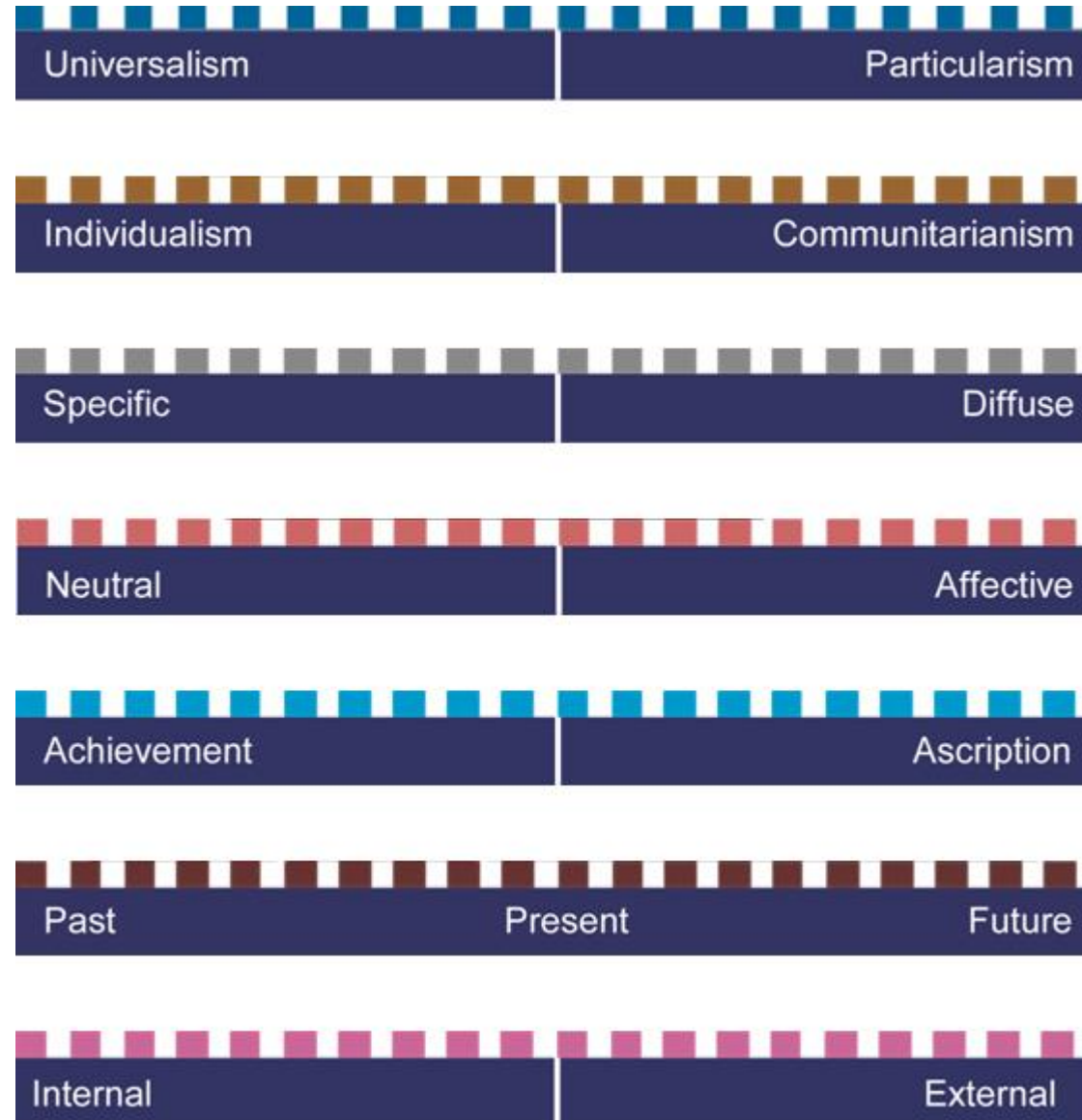


Charles Hampden-Turner is a British management philosopher, and Senior Research Associate at the Judge Business School at the University of Cambridge since 1990. He is the creator of Dilemma Theory, and co-founder and Director of Research and Development at the Trompenaars-Hampden-Turner Group, in Amsterdam.



Culture is the way in which a group of people solves problems and reconciles dilemmas.

The Trompenaars Hampden-Turner Seven Dimensions of Culture



01/ The Car Accident



You are riding in a car driven by a close friend. He hits a pedestrian. You know he was going at least thirty-five miles per hour. There are no witnesses other than you. His lawyer says that if you testify under oath that he was driving only twenty miles per hour, you will save him from serious consequences.

What right has your friend to expect you to protect him?

01/ What right does your friend have?



- A. My friend has a **definite** right as a friend to expect me to testify to the lower speed.
- B. He has **some** right as a friend to expect me to testify to the lower speed.
- C. He has **no** right as a friend to expect me to testify to the lower speed.

Dimension: 1. Universalism – Particularism

The dimension universalism-particularism concerns the standards by which relationships are measured. Universalist societies tend to feel that general rules and obligations are a strong source of moral reference.

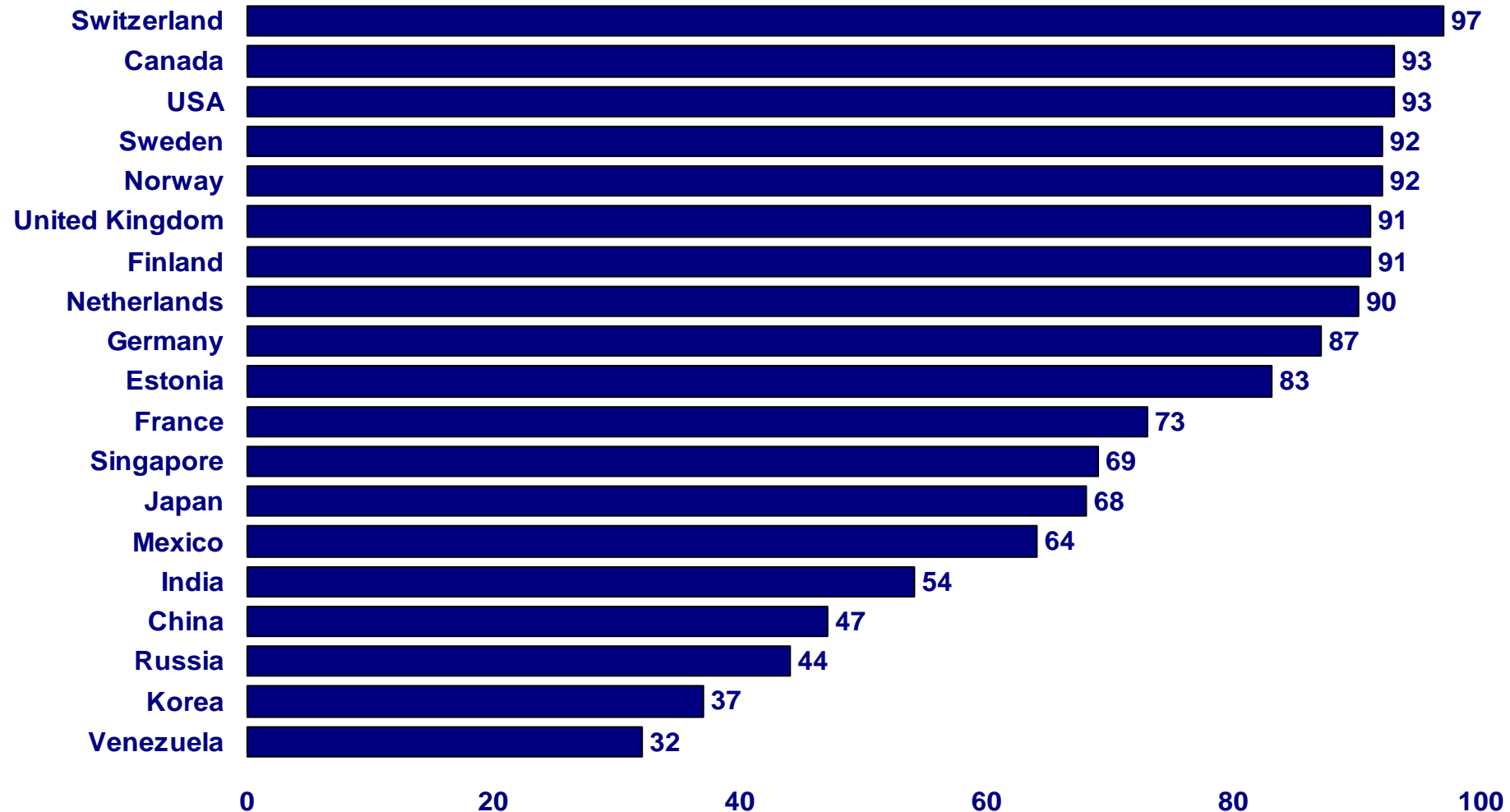
Universalist societies are inclined to follow the rules - even when friends are involved - and look for "the one best way" of dealing equally and fairly with all cases. They assume that their standards are the right standards, and they attempt to change the attitudes of others to match theirs.

Particularist societies are those in which particular circumstances are more important than rules. Bonds of particular relationships (family, friends) are stronger than any abstract rules. Response to a situation may change according to the circumstances and the people involved. Particularists often argue that "it all depends".



01/ Universalism

Friend has no/some right and would not help



Compare

Universalists	Particularists
1. Focus more on rules than relationships	1. Focus more on relationships than rules
2. Legal contracts are readily drawn up	2. Legal contracts are readily modified
3. A trustworthy person is the one who honours their word or contract	3. A trustworthy person is the one who honours changing mutualities
4. There is only one truth or reality, that which has been agreed to	4. There are several perspectives on reality relative to each participant
5. A deal is a deal	5. Relationships evolve

02/ Individualism versus Communitarianism



a) One said: 'It is obvious that if one has as much freedom as possible and the maximum opportunity to develop oneself, the quality of one's life would improve as a result.'

b) Another said: 'If the individual is continuously taking care of his or her fellows then the quality of life for us all will improve, even if it obstructs individual freedom and individual development.'



What of the two ways of reasoning do you think usually best, A or B?

2. Individualism – Communitarianism

The dimension individualism versus communitarianism is about the conflict between an individual's desire and the interests of the group he belongs to.

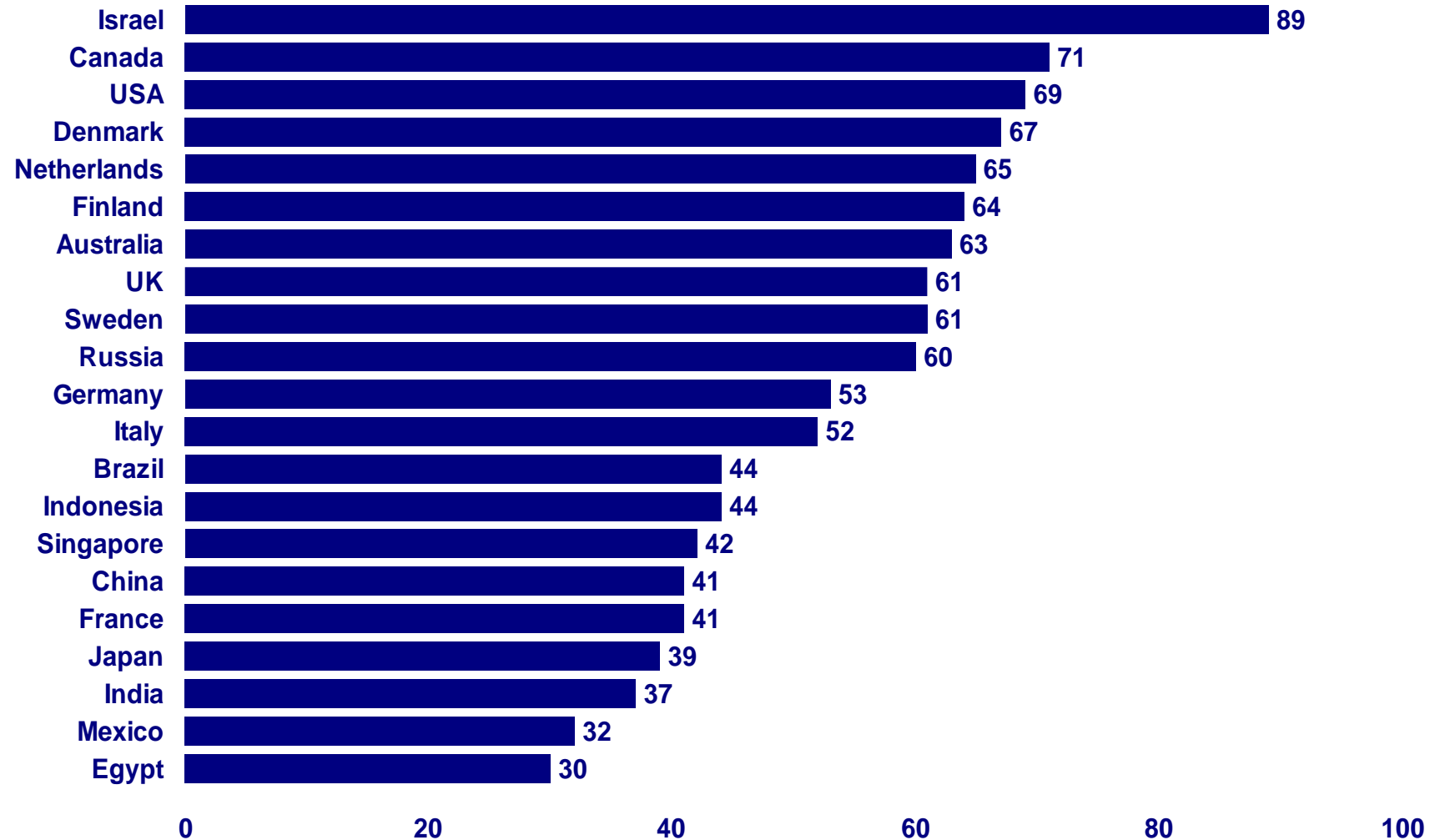
In a predominantly **individualistic culture**, people are expected to make their own decisions and to only take care of themselves and their immediate family. Decisions are often made on the spot, without consultation, and deadlocks may be resolved by voting.

In contrast to this, members of a predominantly **communitarian society** are firmly integrated into groups which provide help and protection in exchange for a strong sense of loyalty. In such cases, people believe that an individual's quality of life improves when he takes care of his or her fellow man. The group comes before the individual, and people are mainly oriented towards common goals and objectives.

Negotiation is often carried out by teams, who may withdraw in order to consult with reference groups. Discussion is used to reach consensus.



Percentage opting for individual freedom



When managing and being managed

Individualism	Communitarianism
1. Expect job turnover and mobility to be high	1. Have low job turnover and mobility
2. Give people the freedom to take individual initiatives	2. Hold up superordinate goals for all to meet
3. Seek out high performers, heroes and champions for special praise.	3. Extol the whole group and avoid showing favouritism.

03/ Neutral versus Affective

In my society, it is considered unprofessional to express emotions overtly.

Please select your position on the statement below:

- A. Strongly agree
- B. Agree
- C. Undecided
- D. Disagree
- E. Strongly disagree



3. Neutral – Affective

This dimension focuses on the degree to which people express emotions, and the interplay between reason and emotion in human relationships. Every culture has strong norms about how readily emotions should be revealed.

In cultures **high on affectivity**, people freely express their emotions: they attempt to find immediate outlets for their feelings.

In emotionally neutral cultures, one carefully controls emotions and it is reluctant to show feelings. *Reason* dominates one's *interaction* with others.

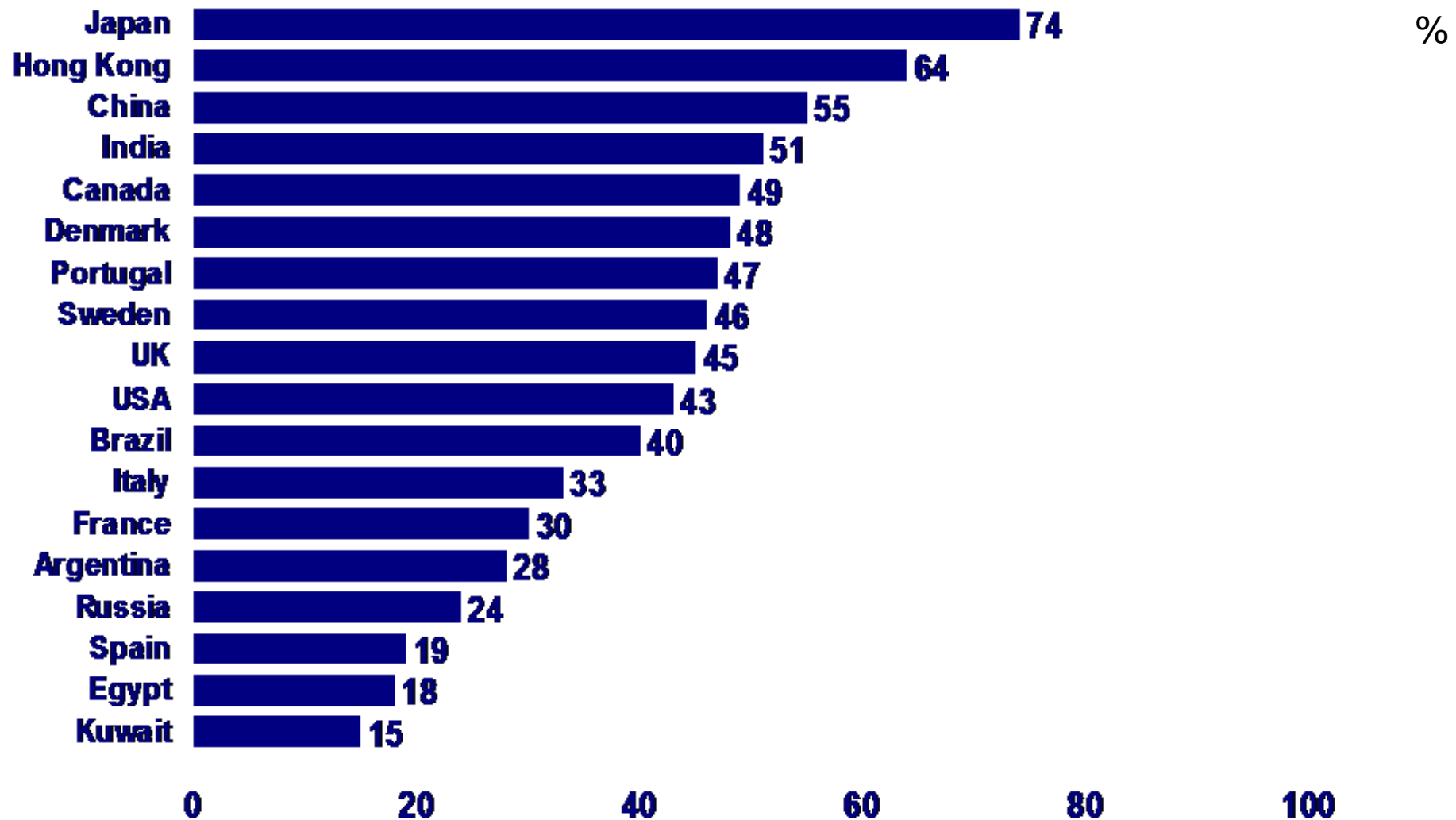
In a neutrally oriented culture, people are taught that it is incorrect to overtly show feelings.

In an affectively oriented culture, it is accepted to show one's feelings spontaneously.



03/ Neutral versus Affective

Percentage not expressing emotions overtly



Recognizing the differences

Neutral	Affective
1. Do not reveal what are thinking or feeling.	1. Reveal thoughts and feelings verbally and non-verbally.
2. May (accidentally) reveal tension in face and posture.	2. Transparency and expressiveness release tensions.
3. Physical contact, gesturing or strong facial expressions often taboo	3. Touching, gesturing and strong facial expressions common
4. Statments often read out in monotone	4. Statements declained fluently and dramatically.

When managing and being managed

Neutral	Affective
1. Avoid warm, expressive or enthusiastic behaviors. These are interpreted as lack of control over your feelings and inconsistent with high status.	1. Avoid detached, ambiguous and cool demeanour. This will be interpreted as negative evaluation, as disdain, dislike, and social distance. You are excluding them from “the family”.
2. Look for small cues that the person is pleased or angry and amplify their importance.	2. Tolerate great “surfeits” of emotionality without getting intimidated or coerced and moderate their importance.

4. Specific – Diffuse

Generally, **people from specifically oriented cultures** begin by looking at each element of a situation. They analyze the elements separately, then put them back together again - viewing the whole is the sum of its parts. Specifically oriented individuals concentrate on hard facts.

People from diffusely oriented cultures see each element in the perspective of the complete picture. All elements are related to each other. The elements are synthesized into a whole which is more than simply the sum of its parts.



04/ Specificity

A boss asking to paint his house

a) The colleague argues:

You don't have to paint the house if you don't feel like it. He is your boss in the company. Outside the company, he has little authority

b) The subordinate argues:

Despite the fact that I don't feel like it, I will paint the house anyway.
He is my boss and you cannot ignore it outside your work either.

4. Specific – Diffuse

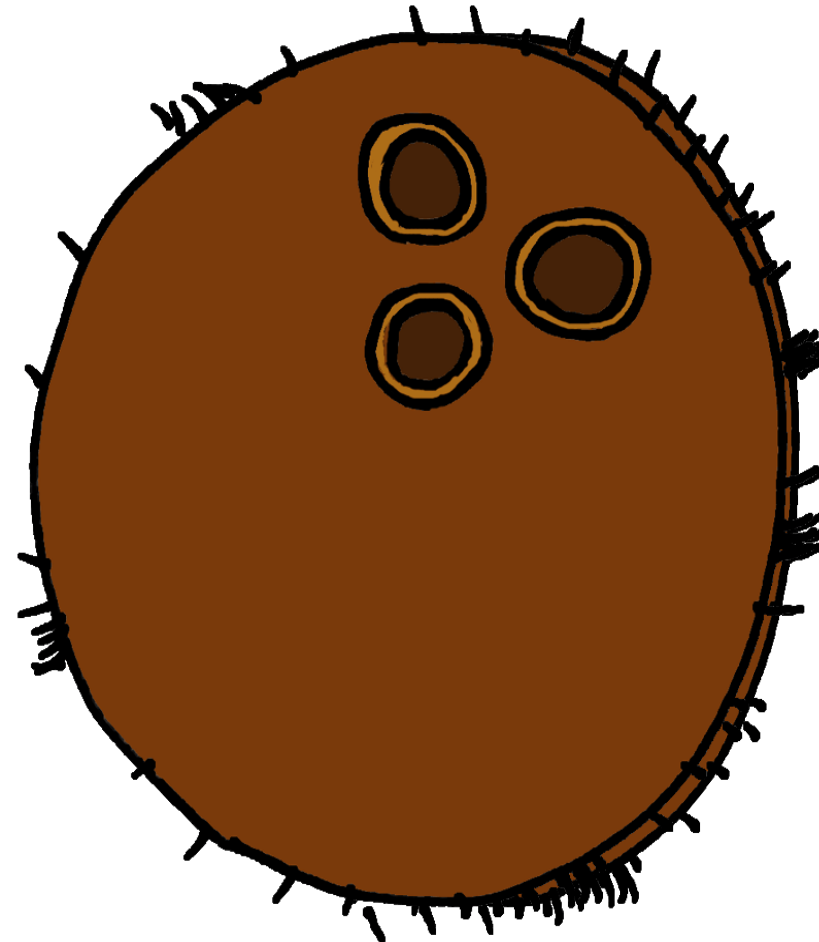
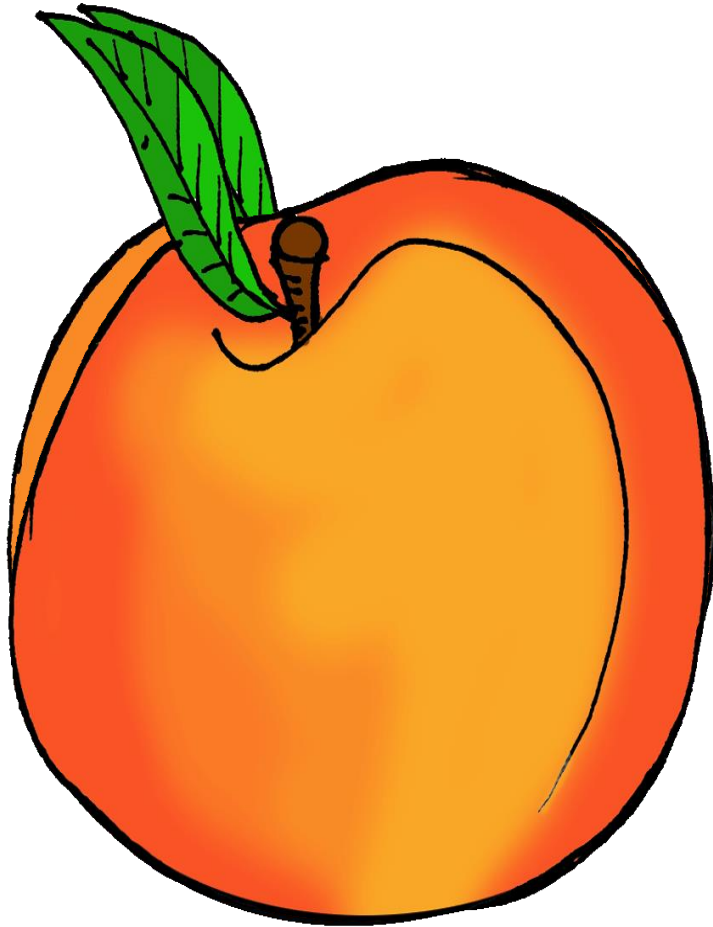
This dimension also concerns our degree of involvement in relationships.

Specifically oriented individuals engage others in specific areas of life, affecting single levels of personality. In specifically oriented cultures, a manager separates the task relationship with a subordinate from the private sphere.

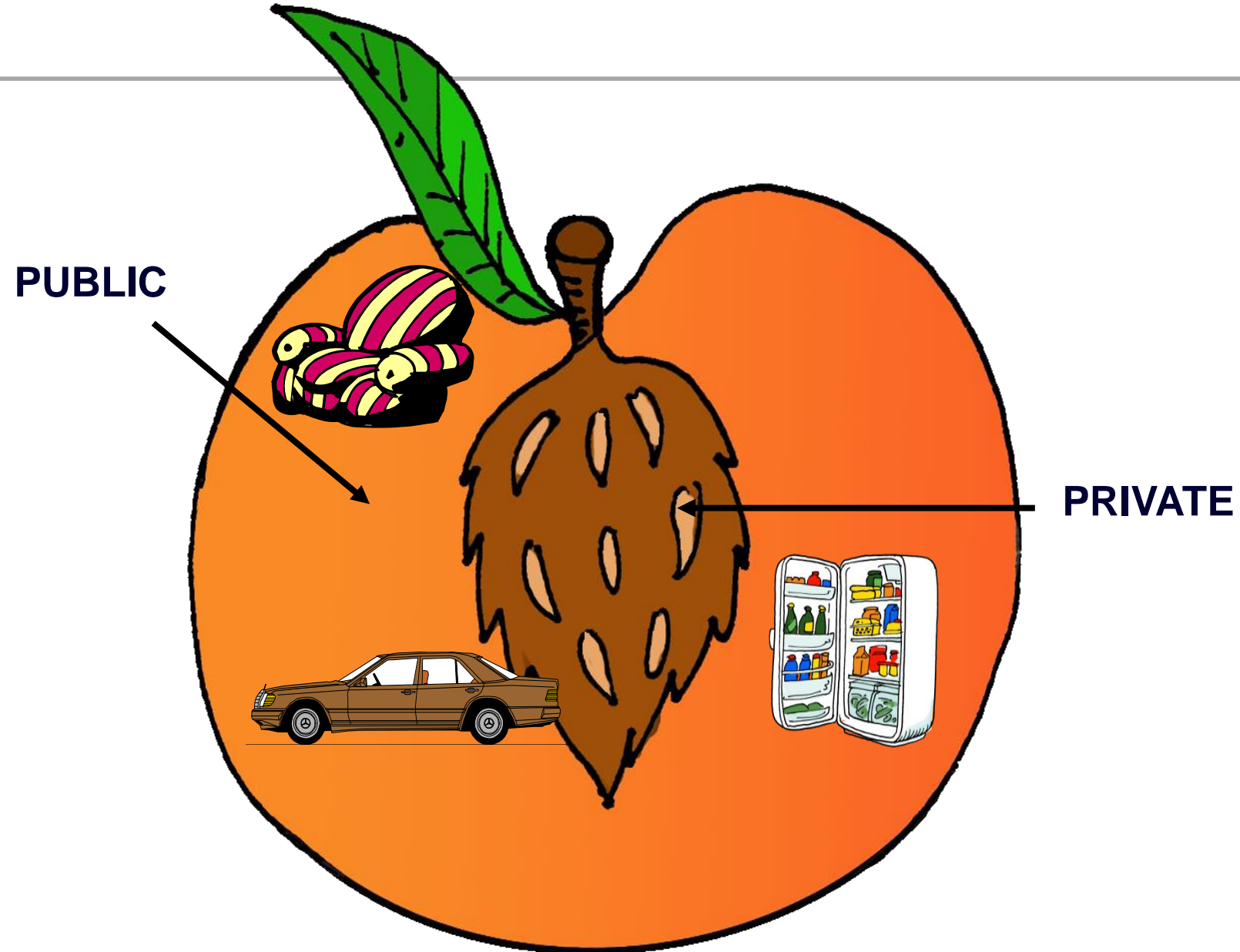
Diffusely oriented individuals engage others diffusely in multiple areas of life, affecting several levels of personality at the same time. In diffusely oriented countries, every life space and every level of personality tends to be interwoven.



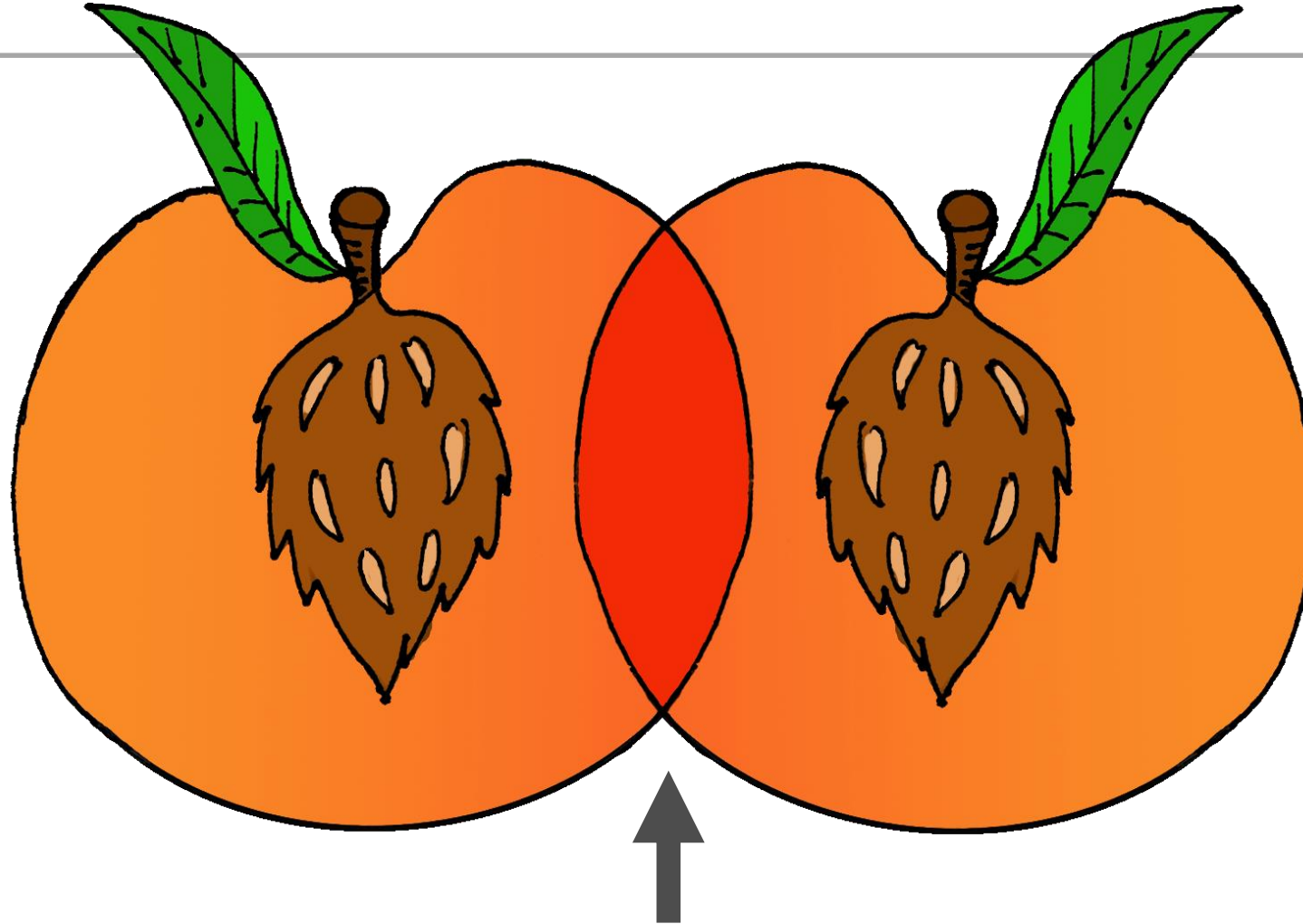
04/ Specific versus Diffuse



Specific versus Diffuse

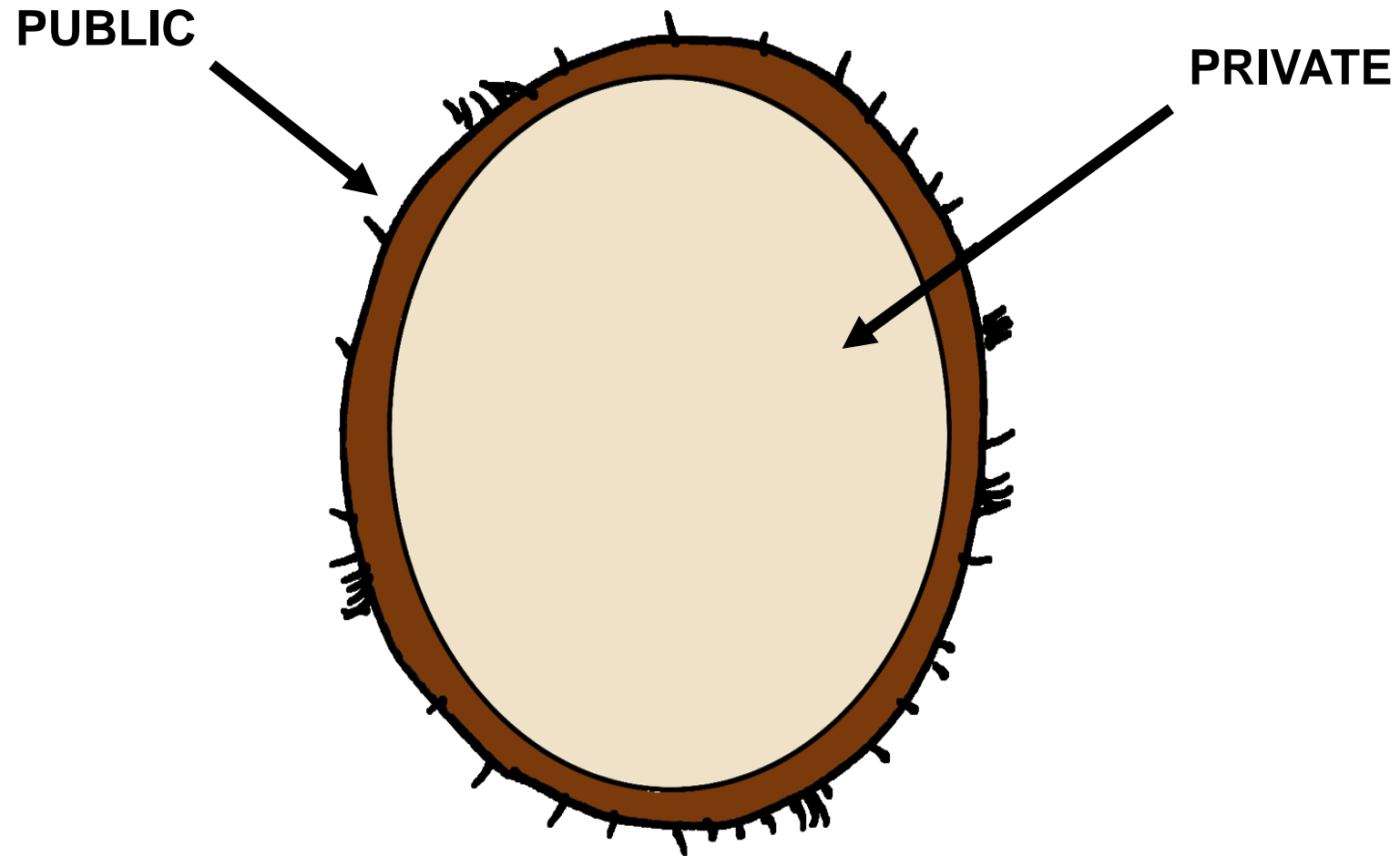


Specific versus Diffuse

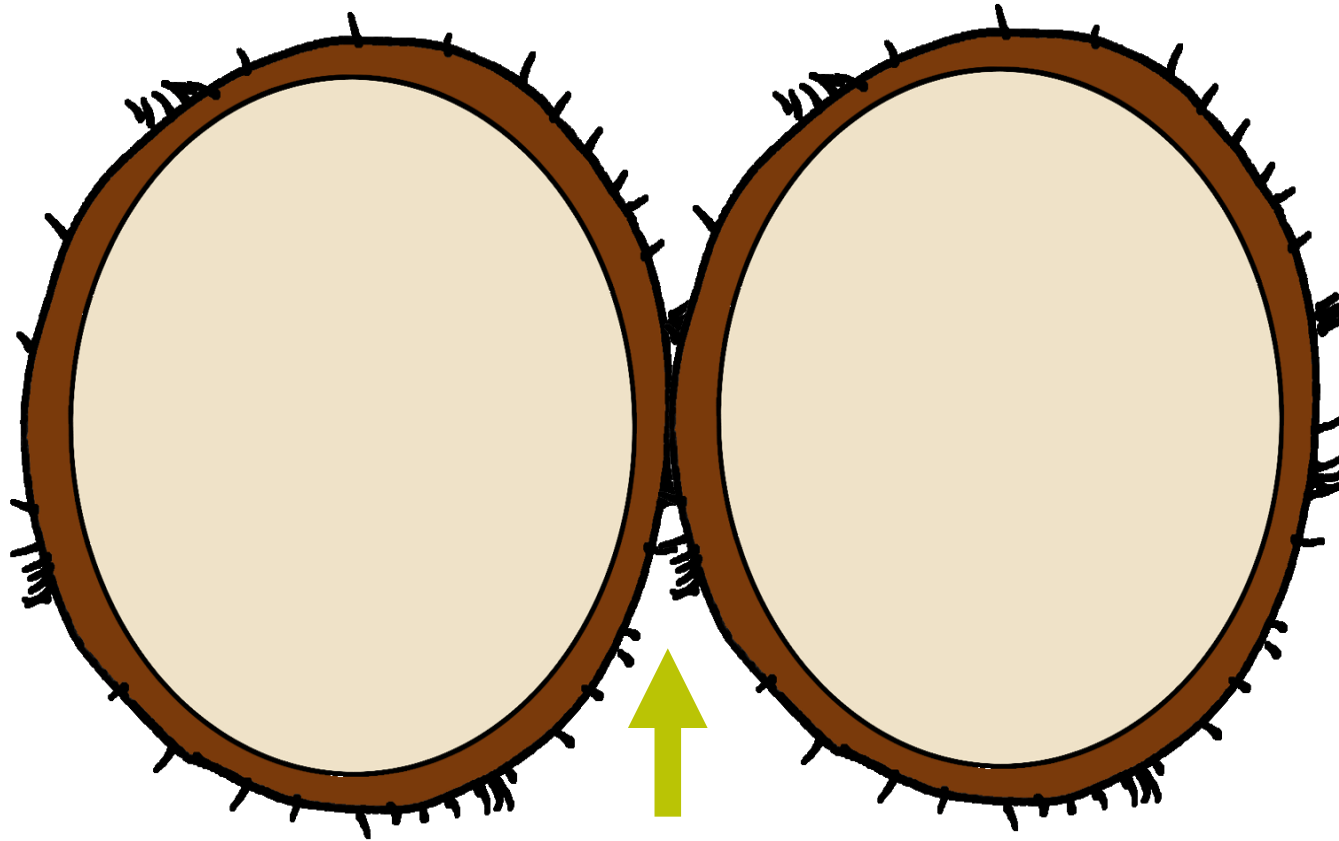


Specific Relationship

Specific versus Diffuse

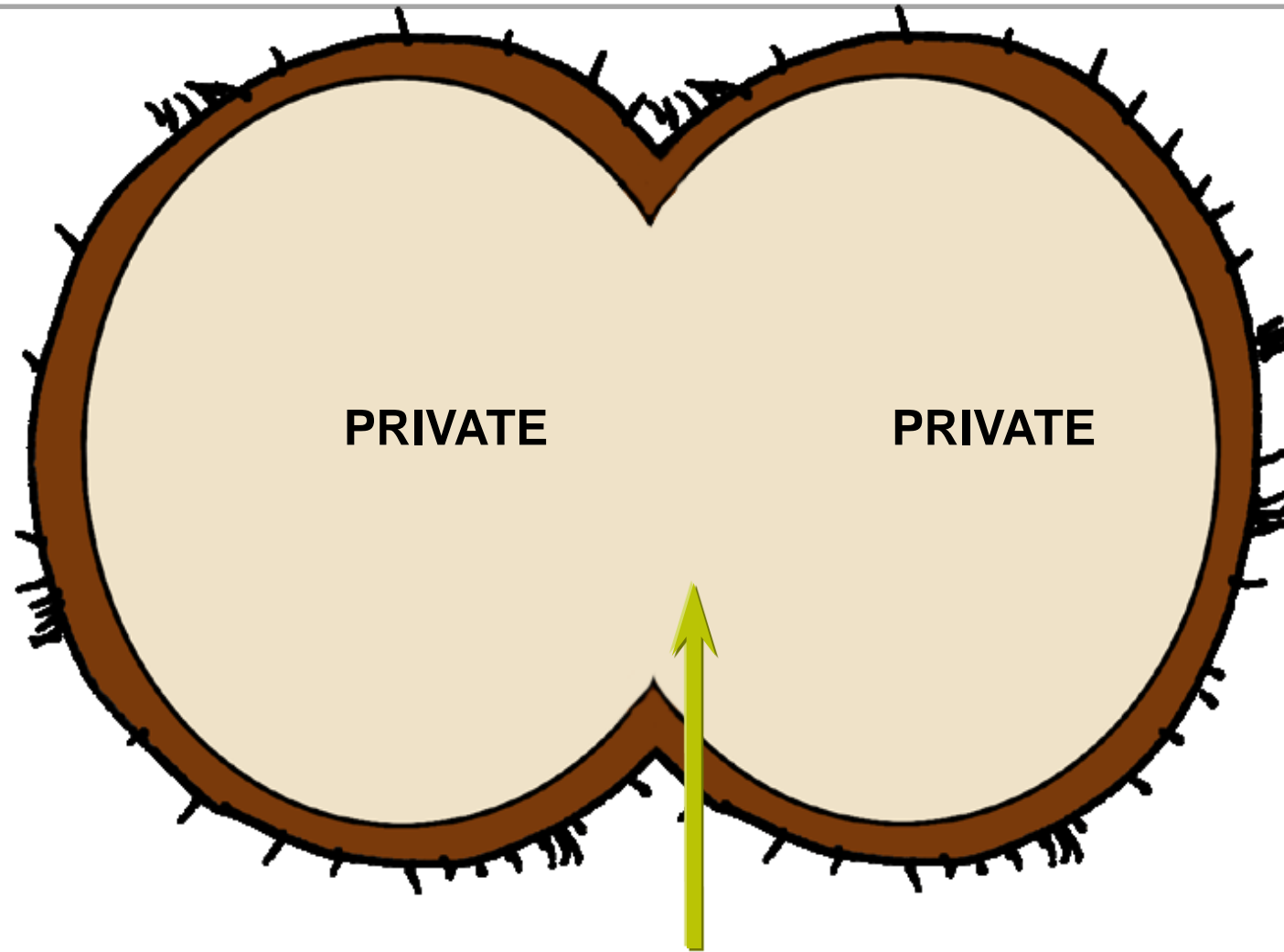


Specific versus Diffuse



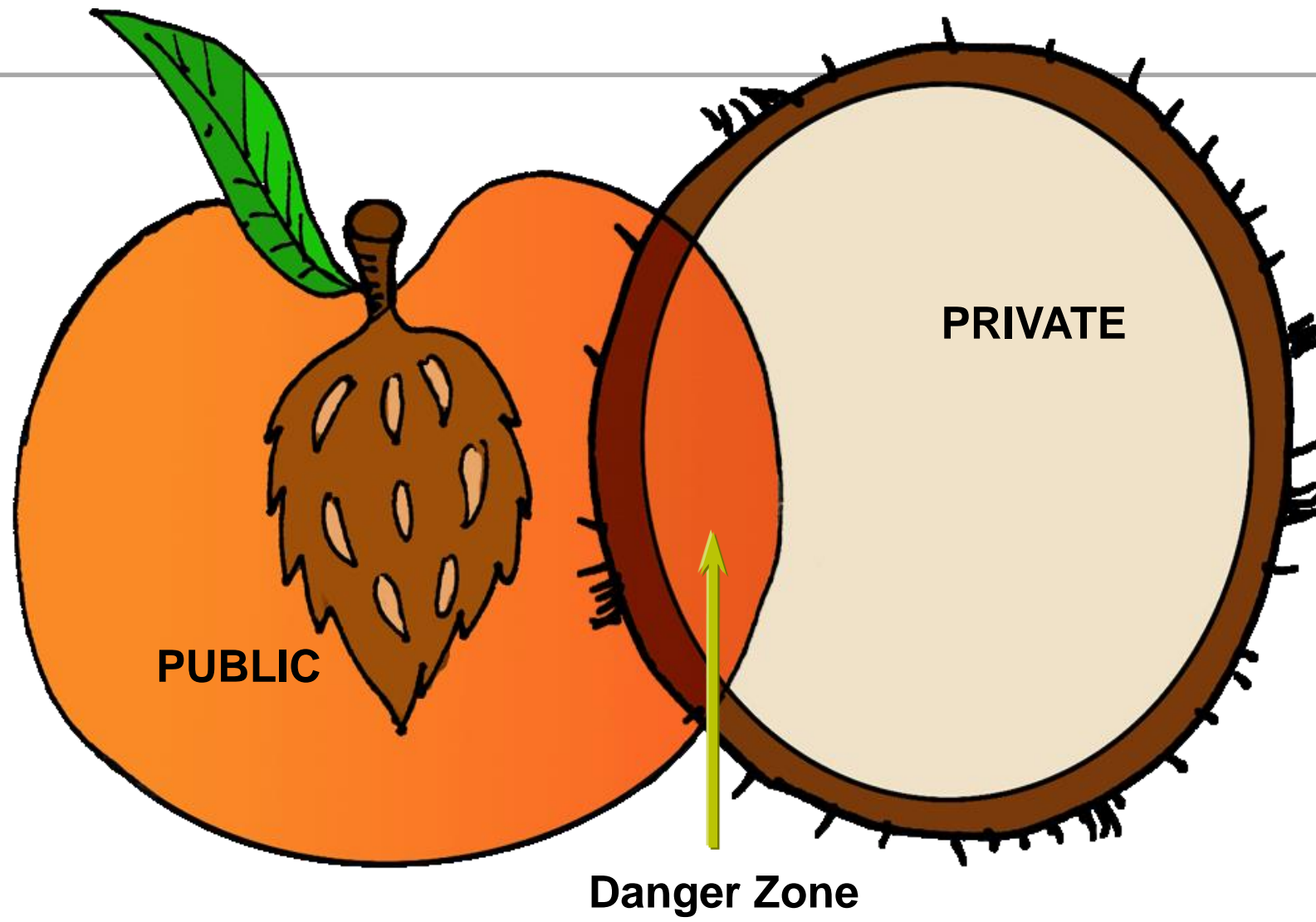
No Relationship

Specific versus Diffuse



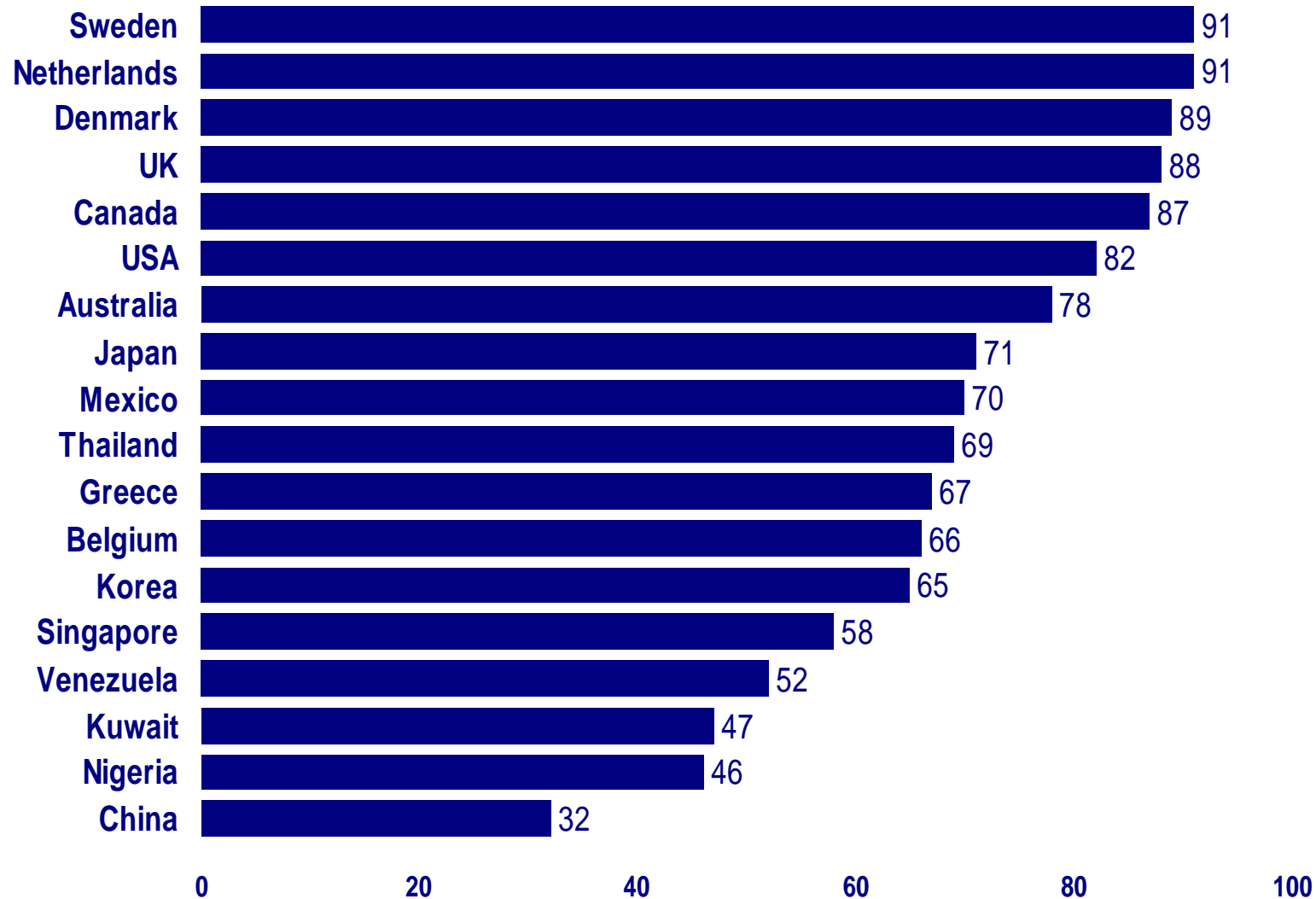
Diffuse Relationship

Specific versus Diffuse



04/ Specificity

Would not paint the house



When managing and being managed

Specific-oriented (for diffuse individuals)	Diffuse-oriented (for specific individuals)
1. Structure the meeting with time intervals and agendas.	1. Let the meeting flow occasionally nudging its process.
2. Do not use titles or acknowledge skills that are irrelevant to the issue being discussed.	2. Respect a person's title, age, background connections, whatever issue is being discussed.
3. Private and business agendas are kept separate from each other	3. Private and business issues interpenetrate.

05/ Achievement versus Ascription

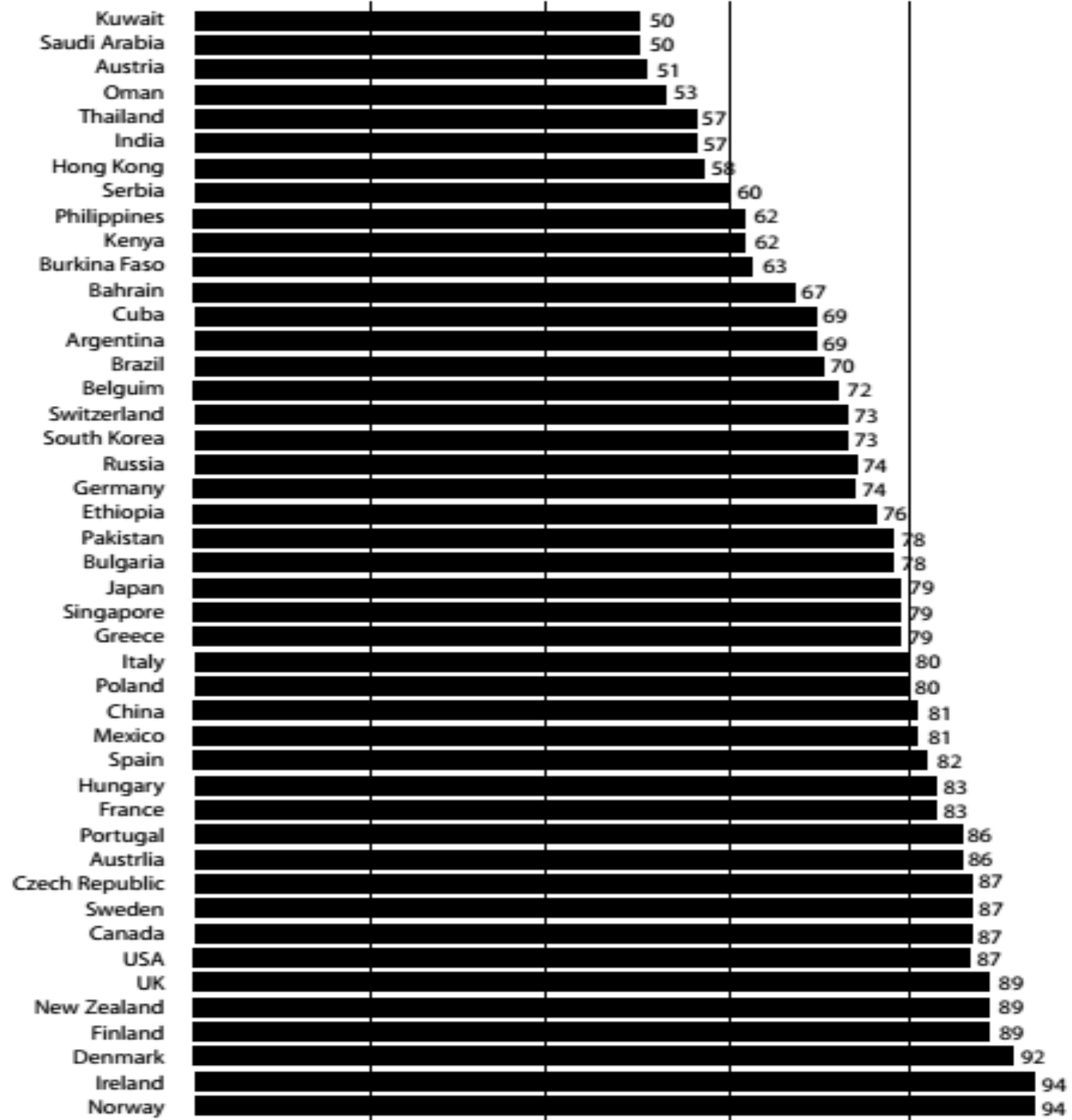
To measure the extent of achieving versus ascribing orientations in different cultures, we used the following statements, inviting participants to mark them on a five-point scale (1 = strongly agree, 5 = strongly disagree).

A The most important thing in life is to think and act in the ways that best suit the way you really are, even if you do not get things done.

B The respect a person gets is highly dependent on their family background.

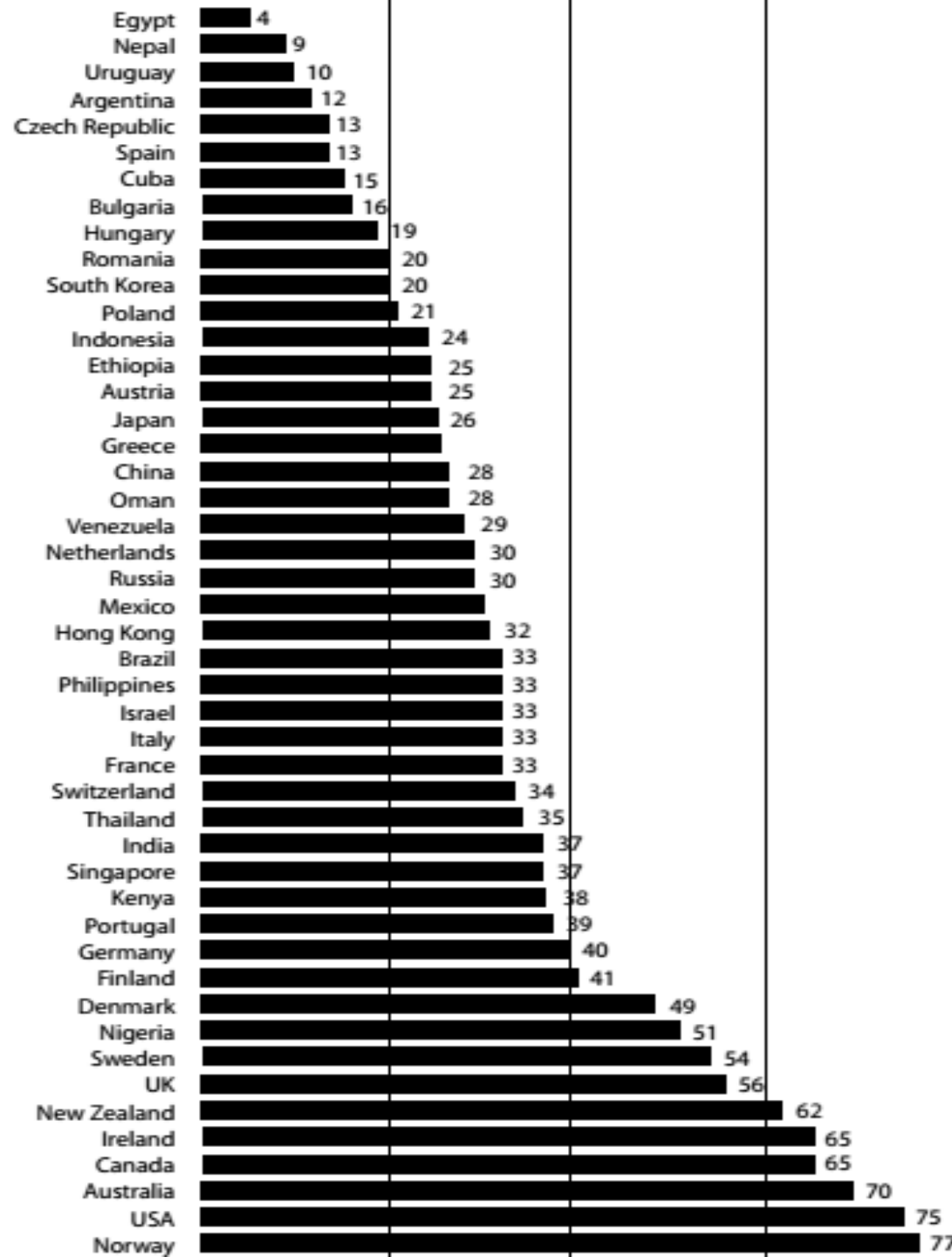
«Respect depends on
family background»

(Percentage of
respondents who
disagree)



«Acting as suits
you even if nothing
is achieved»

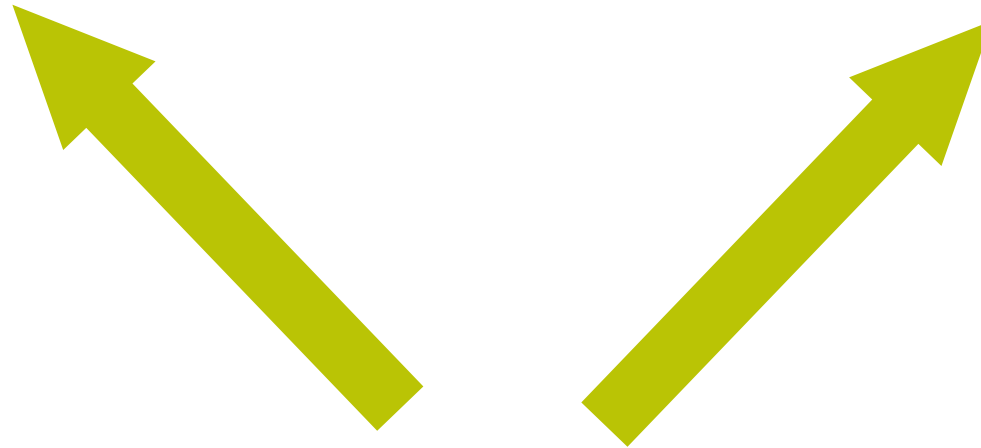
Percentage of
respondents who
disagree



05/ Achievement versus Ascription

What You Do

Who You Are



STATUS ?

05/ Achievement versus Ascription

Aspects of ascribed status...

- **Family**
- **Age**
- **Gender**
- **Education**

5. Achievement – Ascription

The dimension achievement-ascription focuses on how personal status is assigned.

While some societies accord status to people on the basis of their performance, others attribute it to them by virtue of age, class, gender, education, etcetera.

While achieved status refers to action and what you do, ascribed status refers to being and who you are.



When managing and being managed

Achievement-oriented (for ascriptivers)	Ascription-oriented (for achievers)
1. Use the title that reflects how competent you are as an individual	1. Use the title that reflects your degree of influence in your organisation.
2. Respect for manager is based on knowlege and skills.	2. Respect for manager is based on seniority.
3. Decisions are challenged on technical and functional grounds.	3. Decisions are only challenged by people with higher authority

6. Time Orientation

The time orientation dimension has two aspects: the relative importance cultures give to the **past, present, and future**, and **their approach to structuring time**.

If a culture is predominantly **oriented towards the past**, the future is often seen as a repetition of past experiences.

In a culture predominantly **oriented towards the present**, day-by-day experiences tend to direct people's lives.

In a **future-oriented culture**, most human activities are directed toward future prospects. In this case, the past is not considered to be vitally significant to the future.



6. Time Orientation

Sequentialism and **synchronism** form the different approaches to structuring time.

People who structure time **sequentially** view time as a series of passing events.

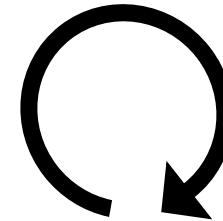
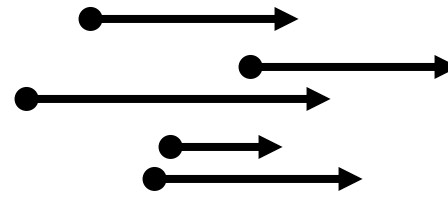
They tend to do one thing at a time, and prefer planning and keeping to plans once they have been made.

People structuring time **synchronically** view past, present, and future as being interrelated. They usually do several things at once. Time commitments are desirable but are not absolute and plans are easily changed.



Time as Structure

Sequential Time	Synchronic Time
Linear	Cyclical
segmented	simultaneous events
serial	parallel



07/ Internal versus External Control

- A** It is worthwhile trying to control important natural forces, like the weather.
- B** Nature should take its course and we just have to accept it the way it comes and do the best we can

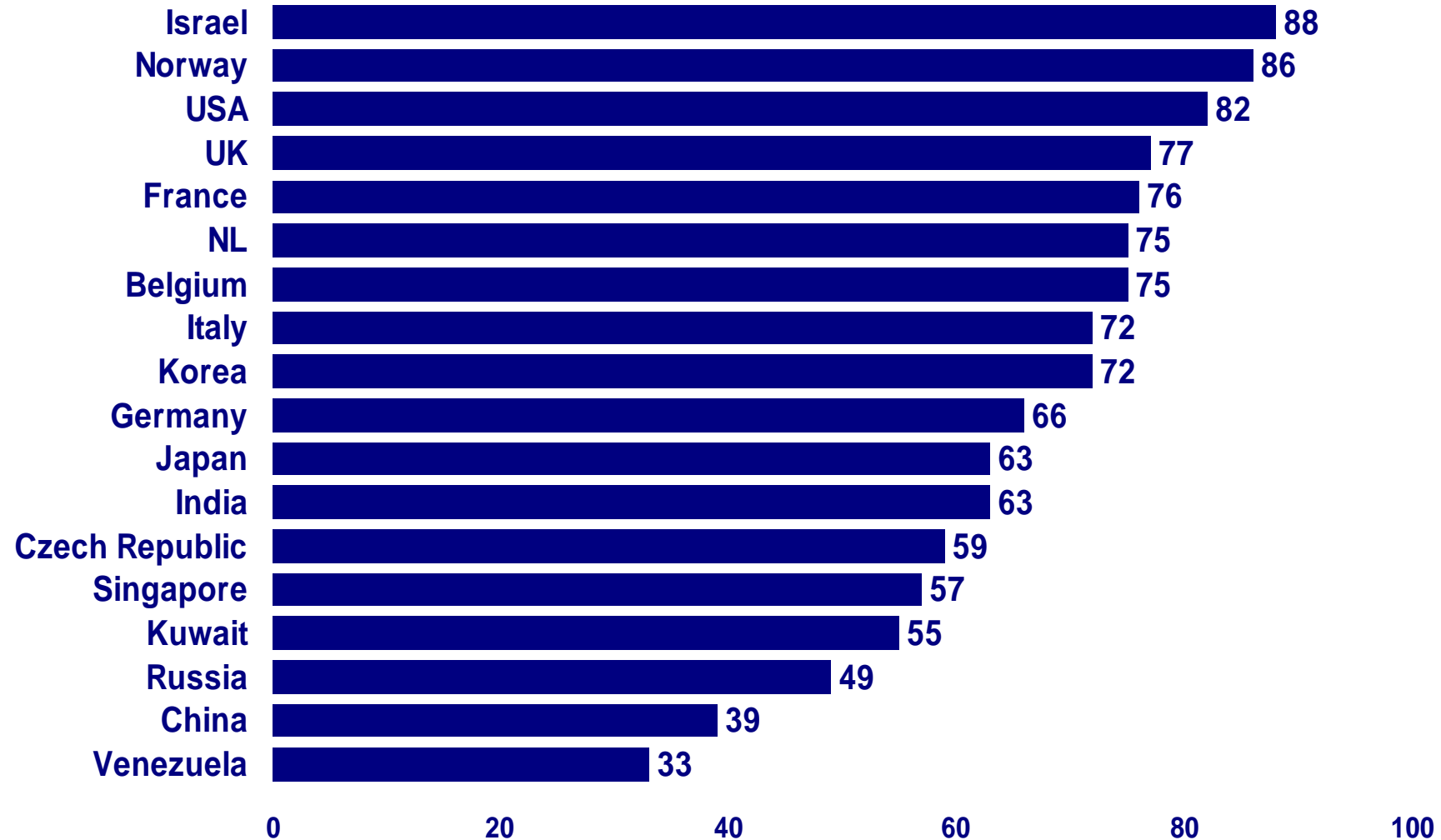
07/ Internal versus External Control

A. What happens to me is my own doing.

B. Sometimes I feel that I do not have enough control over the direction my life is taking.

07/ Internal versus External Control

What happens to me is my own doing



7. Internal – External

The internal versus external control dimension concerns the meaning people assign to their environment. People who have an internally controlled mechanistic view of nature - a belief that one can dominate nature – usually view themselves as the point of departure for determining the right action.

In contrast to this, cultures with an externally controlled (or organic) view of nature -which assumes that man is controlled by nature - orient their actions towards others. They focus on the environment rather than on themselves.



When managing and being managed

Internally controlled	Externally controlled
1. Make sure that tangible goals are clearly linked to the tangible rewards	1. Try to reinforce the current directions and facilitate the work of employees
2. Discuss disagreements and conflicts openly; these show that everyone is determined	2 Give people time and opportunities to work quietly through conflicts; these are distressing
3. Get agreement on and ownership of clear objectives.	3. Achieve congruence among various people's goals.

Cross-Generational Communication

The phrase **cross-generational communication** describes the ability to successfully form, foster, and improve communication with members of a generation different from one's own (*Working Definition*)



Cross-Generational Communication

- For the first time in history, four generations are working side by side. Different values, experiences, styles, and activities sometimes create misunderstandings and frustrations
- Over the next few years, 70 million Baby Boomer will retire
- Generation X, a generation with different values and priorities than Boomers and Traditionalists, will assume leadership positions
- The old models of who works and what they work for are steadily changing

Adapted from: Marston, C. (2007). *Motivating the “What’s in it For Me?” Generation Workforce*. Hoboken, NJ: John Wiley & Sons, Inc.

Cross-Generational Communication

- Understanding generational differences is critical to creating harmony, mutual respect, and joint effort
- Though there is quite a range of generalizations outlining generational categories, and the nomenclature used to label the generations is not standardized, trends can be observed in which generations can be categorized

Cross-Generational Communication

Generational Categories:

1. Traditionalists (born 1922-1943)
2. Baby Boomers (born 1943-1960)
3. Generation X (born 1960-1980)
4. Millennial (born 1980-2006)

→ Note: There are many studies identifying the generational categories; however, the ones shown above are common.

Cross-Generational Communication

Generational Characteristics

Characteristic	Traditionalists	Baby Boomers	Generation X	Millennials
Core Values	Respect for authority Conforming Discipline Hard work	Optimism Involvement Team orientation Personal gratification	Diversity Skepticism Self-reliance Fun and informality	Realism Achievement oriented Extreme fun Social
Family	Traditional	Disintegrating	Latch-key kids	Merged families
Education	A dream	A birthright	A way to get there	An incredible expense
Communication Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work Internet	Internet Mobile devices Texting and email

Cross-Generational Communication

Impacting the Work Environment

- **Traditionalists** are logical and conservative communicators. Don't make it too personal, they don't express their inner thoughts and feelings easily.
- **Boomers** are the personable group and are all about meetings – get together and discuss it. They use both face-to-face and electronic communications, but for those big decisions, they want to “sit down and talk.”
- **Generation “X” (Xers)** want you to prove to them you know what you're talking about. They are individuals first, and a group second. Make it quick and direct, they don't have time for chit chat. They prefer electronic communication because it's more efficient.
- **Millennials** need feedback and are overall very positive. They have an affinity for networking and collaboration is their middle name. Text messaging is mandatory for this group, however they are great face-to-face with the Traditionalists.

Cross-Generational Communication

Effective Cross-Generational Communication Strategies:

Understand the generational motives.

- Xers can discuss an issue without having to be right.
- Boomers tend to be the “my way or the highway” type.
- Traditionalists see things in black and white with ethics being first and foremost.
- Millennials look for the greater good, almost like “all for one and one for all.”

Cross-Generational Communication

Effective Cross-Generational Communication Strategies:

- It's not what you say, but how you say it, with each of these groups. Our communication style must adapt to the realities of today, i.e., face-to-face meetings combined with webinar-type technology.
- Look beyond appearances. Someone who appears “old” isn't brain dead; someone who is “a kid” may have a brilliant idea if you'd just take the time to listen.

Cross-Gender Communication

- Men and women are NOT the same. However, "different from" is not the same thing as "less than."
- Being unaware of gender-related communication barriers may cause a misinterpretation and subsequent misguided reactions in the communication process
- Gender-related communication differences and the awareness of gender-related communication barriers may play an important role in communication effectiveness

Cross-Gender Communication

- Research suggests that men generally strive for mastery, independence, and self-assertiveness in communication, whereas women strive for connectedness, cooperation with others and emotional openness (Stake, 1997).
- Communication is a primary method of maintaining relationships. Miscommunication and conflict can occur when male and female communicators interpret language semantics differently (Rodino, 2005).

Cross-Gender Communication

Gender Communication Barriers:

- Men interrupt more in conversations, whereas women take turns (Butler & Geis, 1990)
- Women tend to be inclusive in their communication, whereas men exhibit individualistic behavior (Wood & Dindia, 1998)
- Women model non-gendered language more often than do men (Blaubergs, 1980)
- Men are prone to linear thought patterns, whereas women favor “web” thinking or the cognitive process of bringing in more details for consideration (Fisher, 1999).

Cross-Gender Communication

Effective Cross-Gender Communication Strategies:

- Commit yourself to ongoing self-analysis of your perspectives
- Evaluate how you filter and potentially distort the way you see and communicate with other genders
- Be aware of preferences and behaviors that are gender-based and not the “correct” or only ones
- Become sensitive to a range of verbal and nonverbal behavior.
- Have an open mind to other views and ways of doing things
- There are no universal gestures or cultural patterns
- Address and challenge questionable behavior before it escalates

thx.

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