

What do you know? Culture, Business, and Negotiation

1. Compared to people from most other cultures, US Americans appreciate arguments based on:
- emotion
 - logic and reasoning
 - statistics and empirical evidence

2. The concept of “face” – a person’s image or value in the eyes of other people – is important in China, and because of that the Chinese often:
- like to do business with small, unknown companies
 - don’t like to give business to friends or relatives because it creates a bad image
 - don’t say “no” directly, even if it’s really what they are trying to communicate

3. When negotiating, a German supplier’s first offer is usually:
- high because they are very competitive and want to “win” the negotiation
 - a realistic offer because they don’t like to spend a lot of time bargaining
 - very low, and then they find excuses to continually raise it

(source: Sergey Frank of Kienbaum Executive Consultants)

4. What statement is NOT true about gift-giving in Columbia?
- They may not open the gift in front of you (it could seem greedy)
 - They usually don’t give effusive thanks (a question of pride)
 - It’s not recommended to give foreign beer (they make very good beer in Columbia)

(source: *Kiss, Bow, or Shake Hands*, Morrison, et al)

5. True or False? It is possible that in Spain, rumors and informal conversation carry more weight than formal conversation. You should pay careful attention to rumors and even gossip if you wish to be in the know. (source: diversophy.com)

6. Match the country with the percentage of women on Executive Boards of companies included in the FTSE index (source: *Expansión*):

Greece	0.4 (23 rd of 23 countries)
Japan	3.8 (20 th)
Norway	6.5 (12 th , between Germany and France)
Spain	12.8 (4 th)
US	21.1 (1 st)

7. In Japan, it is considered bad manners to write on:

- a napkin
- someone’s business card
- a printed meeting agenda
- a newspaper

8. Do not compliment an Arab’s personal possession because he or she might:

- think you are envious
- feel that you’re being condescending
- feel obliged to offer it to you
- consider it bad luck

9. If you are invited to dinner in a Spanish home, which two of the following flowers should you not bring as a gift? Do you know why? (source: *Kiss, Bow, or Shake Hands*, Morrison, et al)

- Roses
- Chrysanthemum /
- Dahlia /
- Lilacs /



10. Do you know what the gesture means in each picture?

Consensus

Read each statement. If you completely agree with it, write ✓ in the space next to the number. If you don't completely agree, write ✗. Compare your answers to those of other students. Where there is disagreement, see if you can change the statement so that everyone agrees with it.

- ___ 1. It is possible to make generalizations about people from other cultures.
- ___ 2. Northern Europeans and US Americans respect schedules more than people from Mediterranean and Latin American cultures.
- ___ 3. It really is true: very often it is the case that French are snobs, Germans are too mechanical, Japanese are inscrutable, US Americans are arrogant, Spaniards and Latin Americans are lazy, and Catalans are cheap and unfriendly.
- ___ 4. It is the responsibility of immigrants to adapt completely to the new culture. The native population has no responsibility at all to adapt to the immigrants.
- ___ 5. I am lucky to have been born in a country with one of the richest cultures and languages in the world.
- ___ 6. Most Third World countries could improve the living standards of their citizens.
- ___ 7. All cultures are equally valid. No culture is better than any other culture.
- ___ 8. All people are equal – always, all the time, under all circumstances.

Adapted from: Developing Intercultural Awareness, Robert Kohls and John Knight

Ways We Differ

1. What's polite or impolite and how we define "proper" behavior
2. The holidays we celebrate and how we celebrate them
3. How we show respect and disrespect
4. What is modest or risqué
5. What makes us proud, and what is embarrassing or shameful
6. What, when, and how we eat and drink
7. What we wear, and when and where we wear it
8. How we see and behave toward sickness and health
9. What we find funny or sad
10. What we buy and sell, and when, how, and with whom we do it
11. How closely we stand to each other
12. If, how, and when we touch each other
13. How and when we greet each other
14. How often we smile, whom we smile at, and what it means when we smile
15. How, whom, and how much we entertain
16. How or whether we take turns, stand in line, etc.
17. How often we change jobs or "move house," and where and why
18. How we interact -- with strangers, with a person in authority, with a person serving us, etc.
19. What behavior is ethical and what behavior is not ethical
20. What is friendly or unfriendly
21. The importance of tradition and rituals

22. What we believe
23. What we value
24. What makes "common sense"
25. What are worthwhile goals in life
26. The nature of God and other religious beliefs
27. Whether a person is in control of his or her own life, or whether fate determines it
28. Whether privacy is desirable or undesirable
29. What or who is clean or dirty
30. What is beautiful or ugly
31. The role of the individual
32. The roles of men and women, and how each should behave
33. The importance of harmony in a group
34. Relationships and obligations toward extended family members and between friends
35. The importance of competition between individuals
36. Social class
37. Educational levels
38. Hierarchy in business relationships
39. Who makes what decisions, and in what circumstances
40. How time is understood and used
41. Whether schedules are important or unimportant
42. The importance of preparing for the future
43. How we see old age and how we value elders

44. What should be communicated directly, and what indirectly
45. What tone of voice we use
46. To whom we speak and to whom we do not speak
47. Facial expressions and other nonverbal behavior and gestures.
48. Whether conversation should be formal or informal
49. What should be said; what should be left unsaid
50. How open or guarded we are with information

And, there are many, many other ways in which we differ!

Adapted from *Global Competence: 50 training activities for succeeding in international business*, Jonamay Lambert, Selma Myers and George Simons Editors Amherst, Mass.: HRD Press, 2000

Communication

Cultural Information and Context

Woman: I'm leaving you.

Man: Who is he?

(From *How the Mind Works*, Stephen Pinker)

Saturday Shift

Mr. Martinez: We're going to have to keep the production line running on Saturday.

Mr. Wu: I see.

Mr. Martinez: Can you come in on Saturday?

Mr. Wu: Yes, well, I think so.

Mr. Martinez: Good, that'll be a great help.

Mr. Wu: Yes, Saturday's a special day, did you know?

Mr. Martinez: What do you mean?

Mr. Wu: It's my son's birthday.

Mr. Martinez: How nice. I hope you all enjoy it very much.

Mr. Wu: Thank you. I appreciate your understanding.

(Adapted from *Cross-Cultural Dialogues*, Craig Storti)

Definition of Communication: a symbolic, interpretive, transactional, contextual process in which people create shared meanings. (Lustig and Koester)

Verbal/Oral	<u>Other Nonverbal</u>
<ul style="list-style-type: none">• words• intonation• word stress• volume• pitch (high to low)• rate of talking (fast to slow)	<ul style="list-style-type: none">• gestures (voluntary and involuntary)• eye contact• touch• time• space

- Posture, physical appearance, and the environment in general can also be important.

Cultural Values

Reflect on the importance in your culture of the following values. Make two check marks (✓) next to those that are of major importance, and one check mark next to those of secondary importance. Don't make any mark next to those that are of lesser importance. If you'd like, add others that aren't on the list.

Individualism Social Class/Hierarchy Masculinity Money and Material possessions Modesty/Humility Time and punctuality Fate/Destiny Aggressiveness Collective Responsibility Respect for the elderly Hospitality Respect for nature Equality for women Religion/spirituality Obedience to authority Academic education Order	Equality Group consensus Personal privacy Quality Self-sufficiency Reliability Social reputation Competition Group harmony Group success Family Safety/Security Honesty/Sincerity _____ _____ _____
---	--

from participants in an intercultural workshop:

Germany	United States	France	England
<ul style="list-style-type: none"> • order • formality • quality • thoroughness • authority 	<ul style="list-style-type: none"> • self-reliance/risk-taking • freedom • material possessions • competition • openness 	<ul style="list-style-type: none"> • education • authority • seniority • quality • formality 	<ul style="list-style-type: none"> • fair-play/justice • tradition • community contribution • humor

Spanish culture according to published books:

<p><i>Negociar a lo español</i>, Villemoes, Kjaerbeck, Bovet, et al</p> <ul style="list-style-type: none"> • la confianza • el personalizar • la jerarquía • la improvisación • el factor tiempo 	<p><i>Global Cultures</i>, Gannon</p> <ul style="list-style-type: none"> • loyalty to family, friends, village, region • uncertainty avoidance • openness • individualism and pride • "calidad de vida" • passion and emotionalism
--	---

Values Continuums

(based on research by Robert Kohls, Ph.D.)

Where do you think your culture falls on these continuums? Where do you fall?

Task/Time.....Relationships

Personal Control.....Fate/Destiny

Self-Help.....Birthright/Inheritance
(success/position are earned) *(success/position come from family, class, etc)*

Change.....Tradition

Future.....Past

Individualism/Privacy.....Group Welfare

Competition.....Cooperation

Equality.....Hierarchy

Informality.....Formality

Practicality/Efficiency.....Idealism
(the ends justify the means) *(doing it the right way)*

Directness.....Indirectness

Action/Doing.....Being
(results oriented) *(process, inner oriented)*

Materialism.....Spiritualism
(external success) *(internal fulfillment)*

Bibliography/Further Reading

General:

Managing Across Cultures, Susan C. Schneider and Jean-Louis Barsoux, Prentice Hall Financial Times, second edition (2003)

Riding the Waves of Culture, Fons Trompenaars and Charles Hampden-Turner, Nicholas Brealey Publishing

Culture shock:

The Art of Crossing Cultures, Craig Storti, International Press, Inc.

Breaking Through Culture Shock, Elisabeth Marx, Nicholas Brealey Publishing (More of a business perspective)

Information on various countries (reference):

Kiss, Bow, or Shake Hands, How to Do Business in 60 Countries, Morrison, et al, Bob Adams, Inc.

Books on individual cultures:

Intercultural Press, Inc.: *Spain is Different*, Helen Wattlew Ames (2nd edition); *Germany, Unraveling an Enigma*, Greg Nees; *American Ways*, Gary Althen

Books on other cultures and on intercultural communication in general can be found at www.interculturalpress.com

Negotiation:

Getting to Yes, and *Getting Past No*, William Ury et al., Random House, and other books from the Harvard Negotiation Project.

Negociar a lo español, Villemoes, Kjaerbeck, Bovet et al, Systime Academic, 2003

Conflict Resolution:

Everyone Can Win, Helena Cornelius and Shoshana Faire, Sydney, Simon & Schuster, 1994

Websites:

www.interculturalpress.com

www.sietar.org – Society for Intercultural Education, Training and Research (for information on SIETAR-España, contact Assumpta Aneas at aaneas@aaneas.net or Rob Giardina at robg@auna.com)

www.colorado.edu/conflict -- Conflict Research Consortium, The University of Colorado

www.immi.se/intercultural/ -- Journal of Intercultural Communication:

www.executiveplanet.com (offers information on “typical” behavior)

www.cidob.org -- Fundació cidob – centro de relaciones internacionales y cooperación internacional

www.peacecorps.gov/www/culturematters/index.html -- the Peace Corp training manual by Craig Storti and Laurette Bennhold-Samaan, it's an excellent (and free) resource. The Spanish version is at: <http://www.peacecorps.gov/www/culturematters/spanish/cm espanol.PDF>

www.greencom.org/greencom/pdf/hn-v6n2-sp.pdf *Pasos para convertirnos en comunicadores culturalmente competentes*, volumen 6, número 2 de la publicación *Human Nature* de Greencom

Training Materials:

Intercultural Resource Pack, Derek Utley, Cambridge Professional Series, 2004

Global Competence: 50 training activities for succeeding in international business, Jonamay Lambert,

Selma Myers and George Simons Editors Amherst, Mass.: HRD Press, 2000

Cross-Cultural Dialogues, Craig Storti, Intercultural Press, 1994

www.diversophy.com

www.culturaldetective.com

Names to use in search engines: Geert Hofstede (developed 4 important “dimensions” from a 1960’s IBM management study, then later added a 5th – his website is www.geert-hofstede.com), Edward T. Hall (early US theorist), Richard Brislin (trainer training), Fons Trompenaars, Stella Ting-Toomey, Craig Storti, Milton J. Bennet, Jolene Koester, Robert Kohls, Myron W. Lustig, Elisabeth Marx, Richard E. Porter, Larry A. Samovar, and Harry C. Triandis. Three Conflict Resolution authors that write about cultural and intercultural issues: John W. Burton, Johan Galtung, and John P. Lederach