

Cross Cultural Management 005

Learning Outcomes

- Language & GMS
- Importance of Language
- Frame of reference in communication
- Components of NOISE in communication
- Cultural Screens on Interpersonal Communication
- The AIA model of Interpersonal Communication
- 4 Key Culturally Mediated Cognitions
- Culture & Communication Protocols

A Key Element of GMS

- Language, Communication and the shared meaning are the key essence of good management
- The most serious and universal challenge of Global Managers is identified by them as ***‘effectively communicating across cultures’***

Conveying Meaning to others!

- Communication is all about conveying meaning to others
 - Exchange of Ideas & Commodities
 - Develop & Dissolve Relationships
 - Conduct Business
- Communication efforts can often be problematic
 - Across Age Groups
 - Across Geographic Regions
 - Between Genders

Mis-Communication

- Unintended due to lack of understanding
- Not knowing meanings or the place of usages of words, signs & gestures
- When Third party is involved (example, Interpreters or Local Business Partner)
- Can be misunderstood for being Impatient, Condescending & sometimes just rude

Namaste

- A Common Greeting used in India & Nepal
- “I bow to you”, an expression for deep respect
- A slight bow made with the hands pressed together, palms touching and fingers pointed upwards, in front of the chest

A good way to create a bond; SYMBOLISM

Submission?



Thumbs Up

What does it mean?



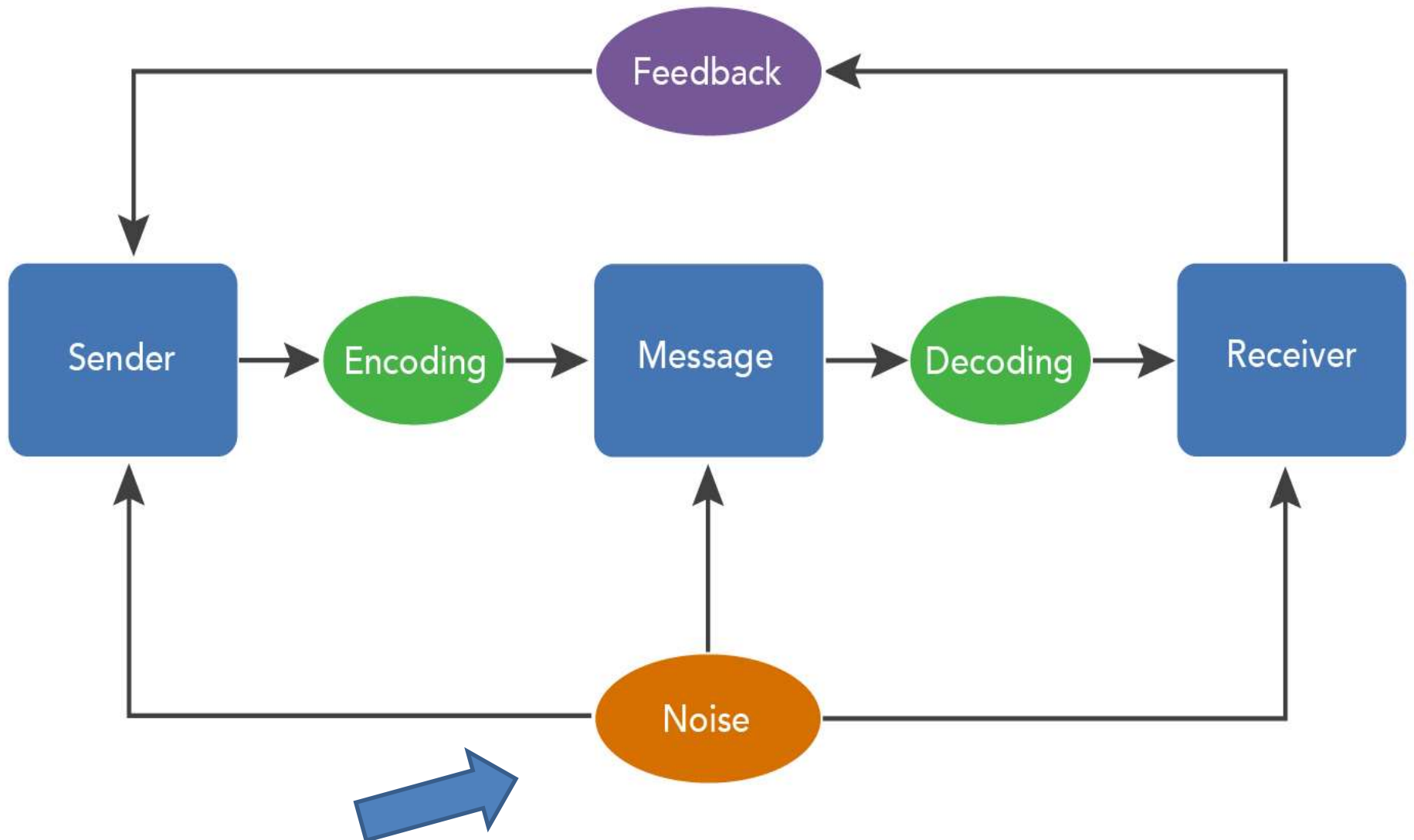
When & where do we use it?

Do not use it in parts of India with its HINDI word/name: **THENGA**



Frame of Reference in Communication

- We have our frames of reference & personal experiences and also our worldviews
- We filter message transmission & reception by screening determined by our references and experiences; we attach our own meanings
- Financial analysts will pick up threads of conversation involving money and numbers; Sales Managers will pick up information related to sales potentials and sales figures

Need to unfold the NOISE!

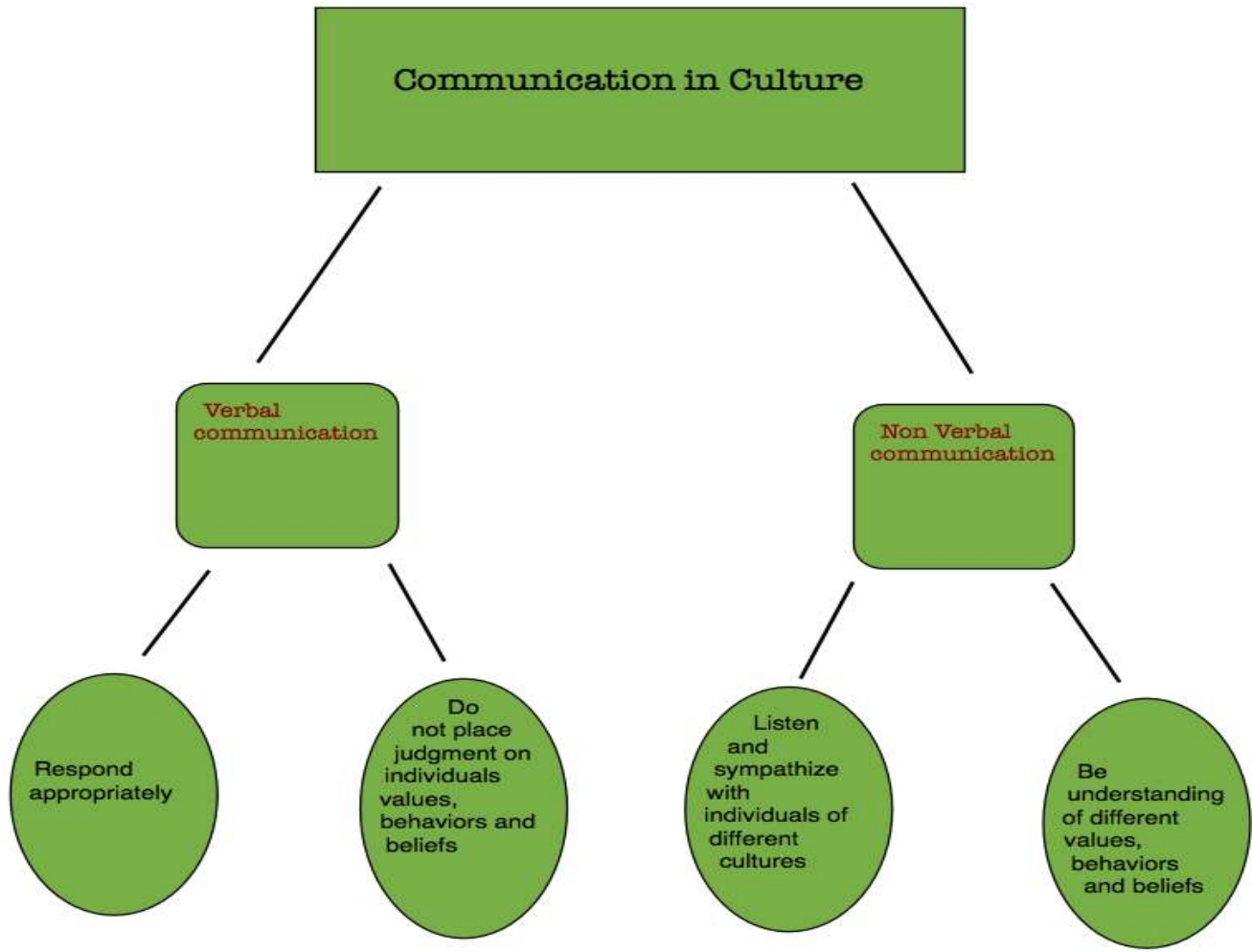


Noise-Infested Airways!

- Encode  Noise  Decode
- Cultural Differences
- Cross-cultural misunderstandings
- 2 major impediments
 - Attention
 - Interpretation

AIA Model of Interpersonal Communications



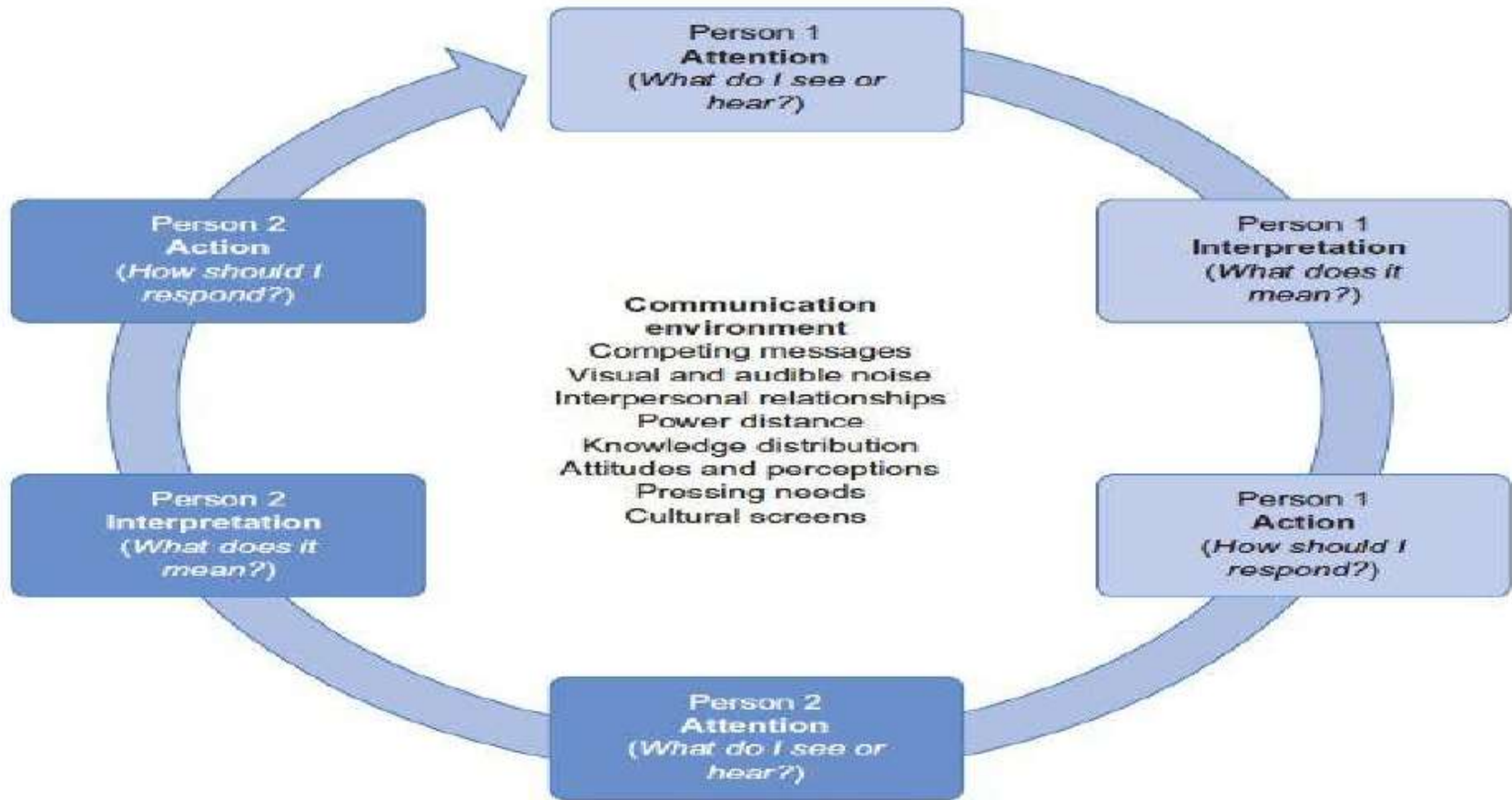


Contd...AIA Model of Interpersonal Communications

- **Attention**
 - The recipient must notice them
 - The Global Managers have to capture attention of the other party
- **Interpretation**
 - Cultural differences can play a crucial role
- **Action**
 - How to construct and transmit an appropriate response

Cultural Screens

- Cultural Screens on Interpersonal Communication
 - Culturally Mediated Cognitions
 - Culturally Mandated Protocols



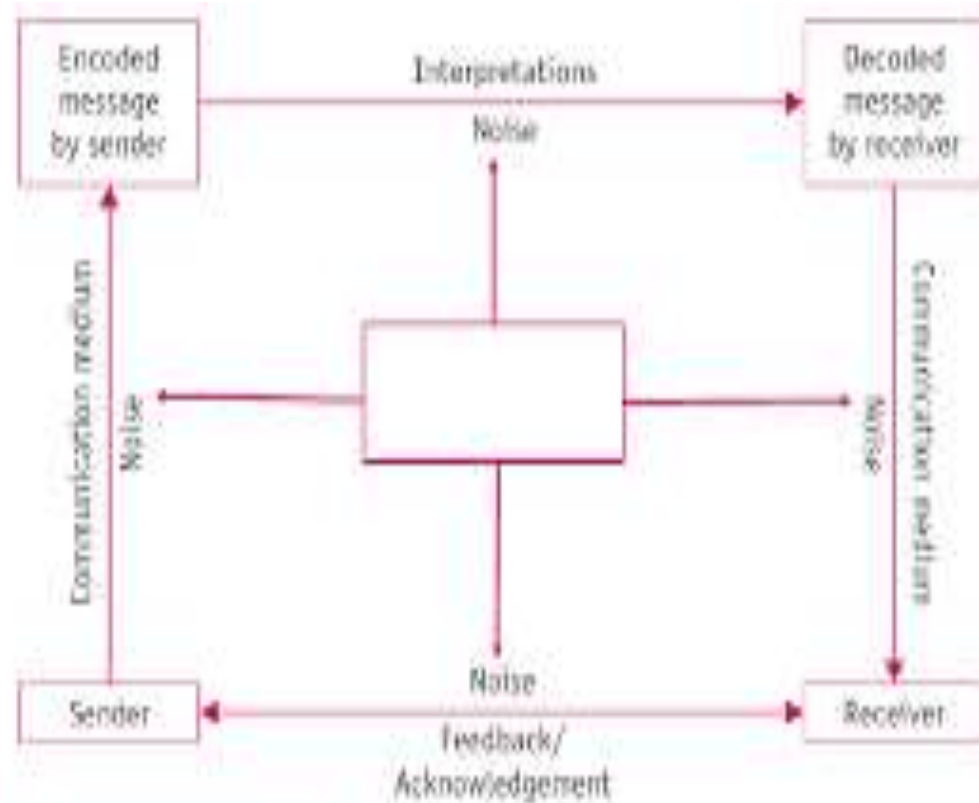


Figure 4.1 A communication model

4 Key Culturally Mediated Cognitions

- Language & Linguistic Structures
- Selective Perception
- Cognitive Evaluation
- Cultural Logic

- Language in-use
- Formal or informal language
- Native or non-native speakers

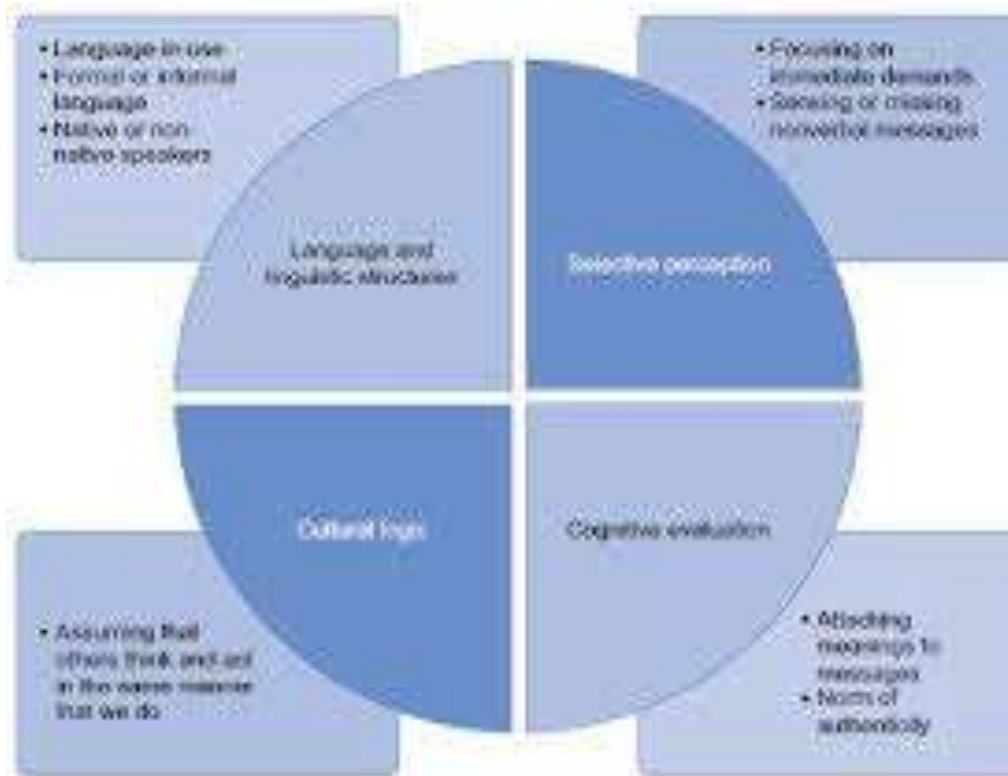


Exhibit 5.3 Culturally mediated cognition in communication

- Focusing on immediate demands
- Sensing or missing nonverbal messages

- Attaching meanings to messages
- Norm of authenticity

- Assuming that others think & act in the same manner as do

Languages & Linguistics: Choose your words carefully

- Largest number of speakers : Chinese & Spanish
- English being the connecting language (lingua franca)
- Variations in English
 - Spellings
 - Pronunciation

-Meanings

Companies=Corporations

Corporations= Municipalities

Sheltered trades=Domestic monopolies

To Hire=To lease

Shares=Stocks

Elevators=lifts

British, American

Canadian, New Zealand's

English

Languages Interpret Reality Differently

- English : Rich in Vocabulary
- Chinese : Ideographic Language
- One YOU in English but Spanish, Hindi, Urdu, Japanese have several words....age, gender, seniority

Non-native English Speakers

- Thinks in language other than English
- Interprets incoming & outgoing messages
- Speaks in English as a second language
- Often Limited vocabulary
- Often lacks sensitivity to subtleties of English language conversation

The 4th Floor

- The 4th Floor in the USA
- The 4th Floor in the UK & other European countries
- And 4th Floor (F or Sa) in South Korea
- 13 with many Indians

Native & Non-native Speakers

- If all non-native speakers team having a native English speaking supervisor
- If all the non-native speakers from Eastern European countries discuss an issue among themselves without any supervisor

Selective Perception

- Eyes of the beholder
- Non-verbal communication in Asia
- Non-verbal communication in the Western countries
- The British Professor of English poetry at Ain Shams University in Cairo

Cognitive Evaluation

- Interpreting words and actions
- Cognitive evaluation of an individual's actions and words in America vs. the Chinese approach (Individualistic Vs. Collectivistic)

Cultural Logic

- Assumptions about shared meanings
- Interpreting Normative Behaviour of people from other cultures
- A Canadian Sales person booking an appointment with a Brazilian prospective buyer (9:00)

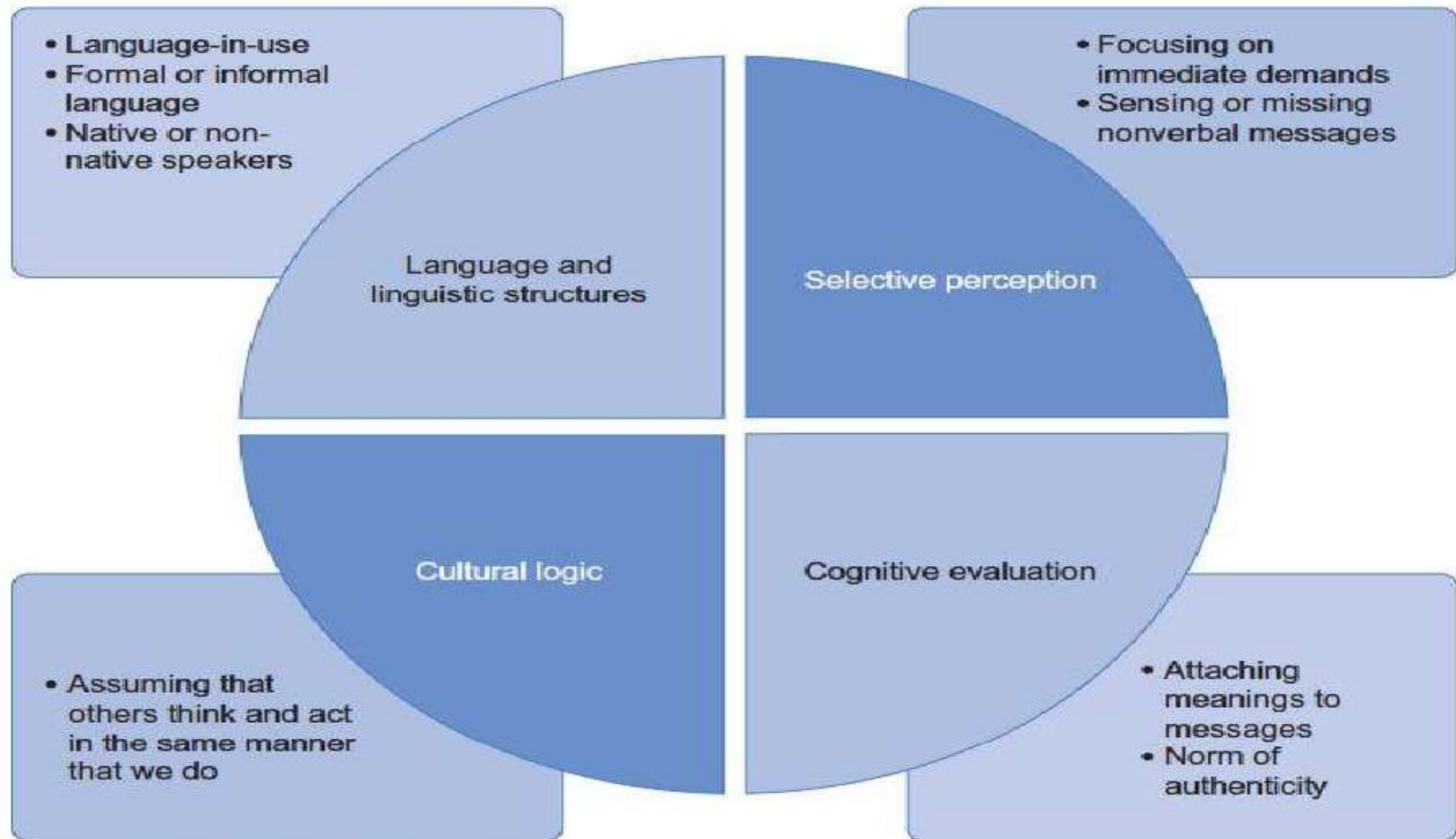


Exhibit 5.3 Culturally mediated cognitions in communication

Culture & Communication Protocols

- Expected Communication Protocols
- Appropriate Communication Topics for Discussion
- Message Formatting
- Conversational Formalities
- Acceptable Behaviours

Appropriate Topics for Discussion

- Hold Your Tongue
- South Korean Initial Conversation/ Small Talk
- Topics of Money you make, healthcare issues and death

- Inappropriate to discuss money in France
- Not OK to discuss personal matters in England
- Reticence in Germany & Netherlands
- People of South Asian & Latin American Countries don't feel any inhibition in talking about personal issues

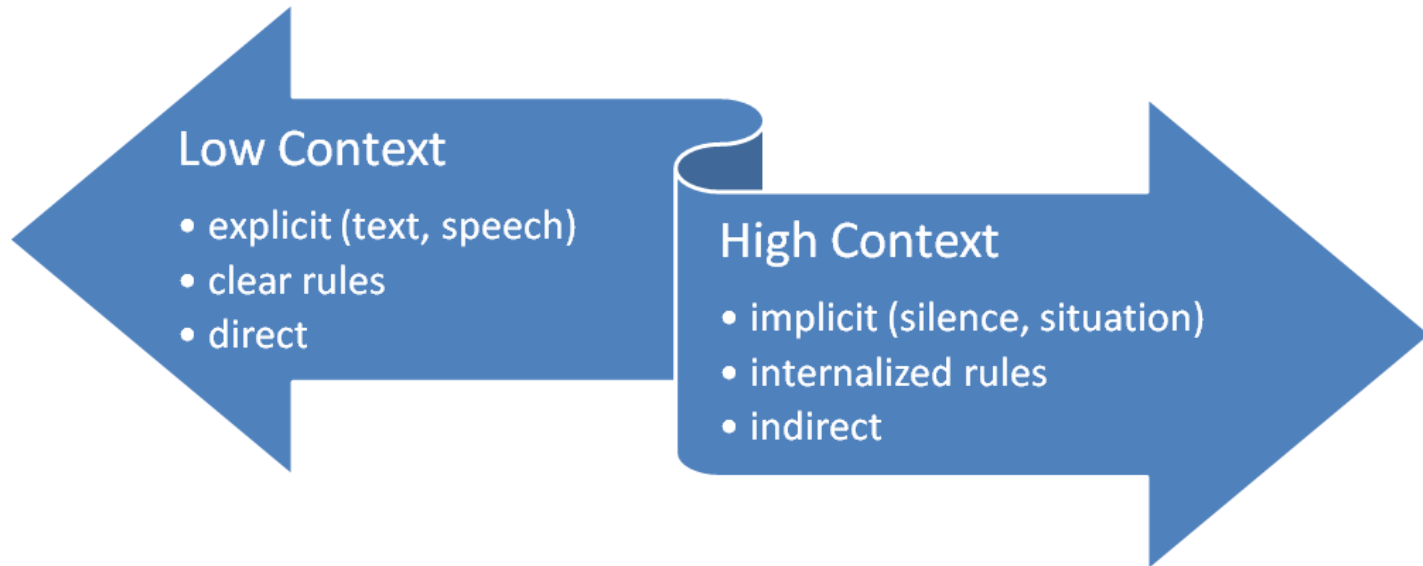
- Importance of Small Talk in Western societies and South American and South East Asia

Ecuador

- An Indian origin Girl, raised in Europe travelled for internship in Mindo, Ecuador
- Her first impression; group & one-on-one discussions
- Disagreeing with others in public

Message Formatting

- Content and Context
- Silent Language
- Richard Lewis, “there is a tongue in our head”
- Verbal communication carries less than 35% of the intended meaning in two-way communication
- Low-Context & High-Context Cultures



Swiss German

American

French

Mexican

Japanese

German

English

Italian

Greek

Chinese

Scandinavian

Canadian

Spanish

Arab

Thai

Nigeria

- High-Context
- General Idea to Specific Communication
- Variance from one part to another
- Southwest Nigeria (Yoruba Tribe): use proverbs, sayings, and songs to enrich the meaning of what they say; they often use humour to avoid boredom in conversation
- In contrast, Igbo & Hausa from other parts get onto direct conversation
- Use of non-verbal communication is high in Nigeria

It is an Art & needs practice; keep learning; a process of reflective experience

Conversational Formalities

- Understand Etiquette
- Use of Titles
- The manner of ideas and proposals presentation
- The role of apologies
- Some cultures are more formal than others
- Apologies in East & South east (for restoring harmony) and Western Countries (for acceptance of guilt)

Public Apologies

- Akio Toyoda, CEO of Toyota before a US congressional investigation over a series of safety problems involving Toyota cars
- Tony Hayward of BP on Oil Spill in the Gulf of Mexico

Acceptable Behaviour

- Behave Yourself
- Cultures often place constraints & expectations on what are considered behavior that accompany interpersonal interactions
- North American managers are encouraged to be assertive and take initiative; the Asians are often expected to remain silent and wait for an invitation to speak

Contd...Acceptable Behaviour

- Managers from America are often allowed to leave midway once the main topic is finished; managers from Spain would tend to linger a while and talk about other things before departing
- North American Managers do Linear communication ; the Asian managers would tend to engage in non-linear communication
- Disagreements in Asia are often communicated with Silence; in Spain it is often communicated through emotional outbursts; in North America it is generally clearly, calmly and directly stated and discussed
- A Spanish girl working in Germany and expressing her emotional pain on a news just received

What to do?

- (i) Expand your knowledge and understanding of cultural dynamics
- (ii) Recalibrate your perceptual and critical analysis skills
- (iii) Enhance your applied communication skills

ACHIEVING CROSS-CULTURAL COMMUNICATION EFFECTIVENESS

