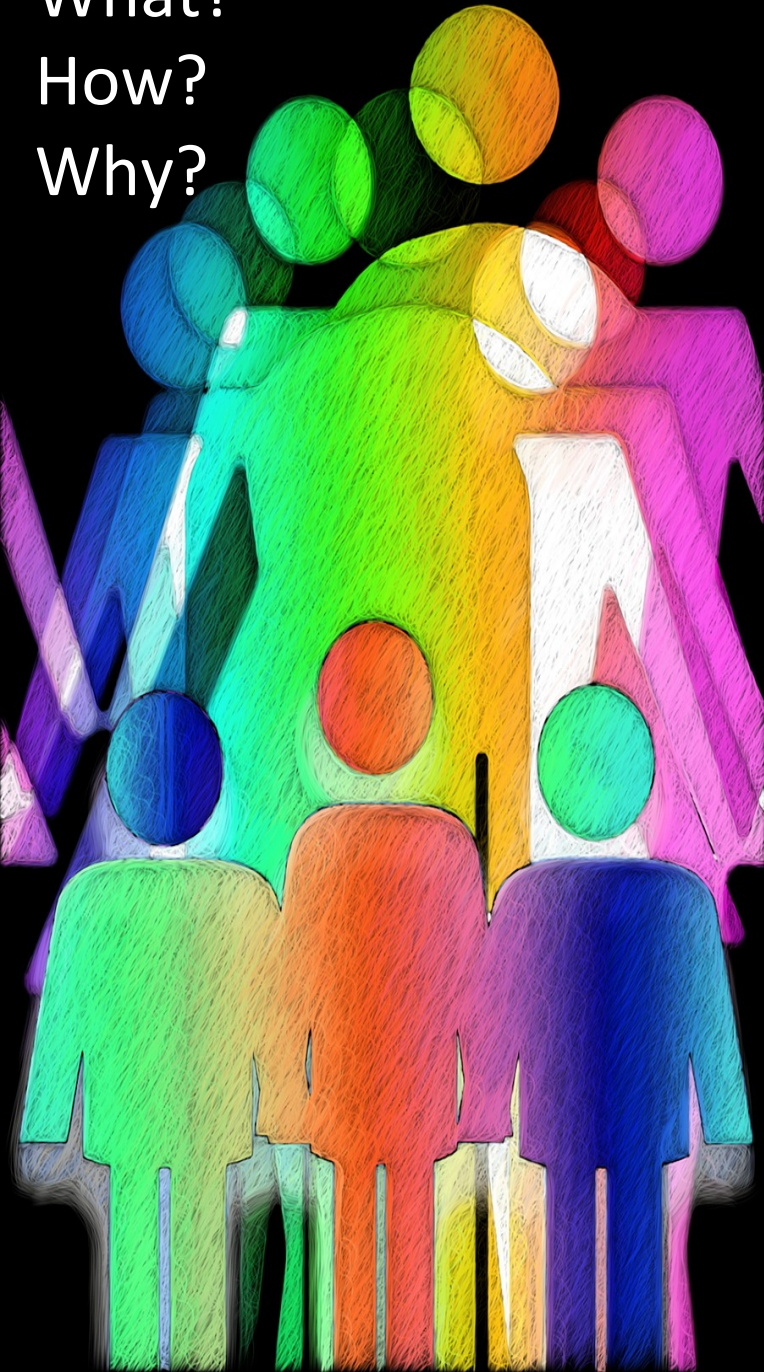




L'Europe à la portée de votre entreprise.

Intercultural aspects

What?
How?
Why?



Develop

increased self-awareness of your own cultural patterns, beliefs, perceptions and ways of communicating

Gain

insight into the influence of culture on individual behaviour, communication and business

Be able to

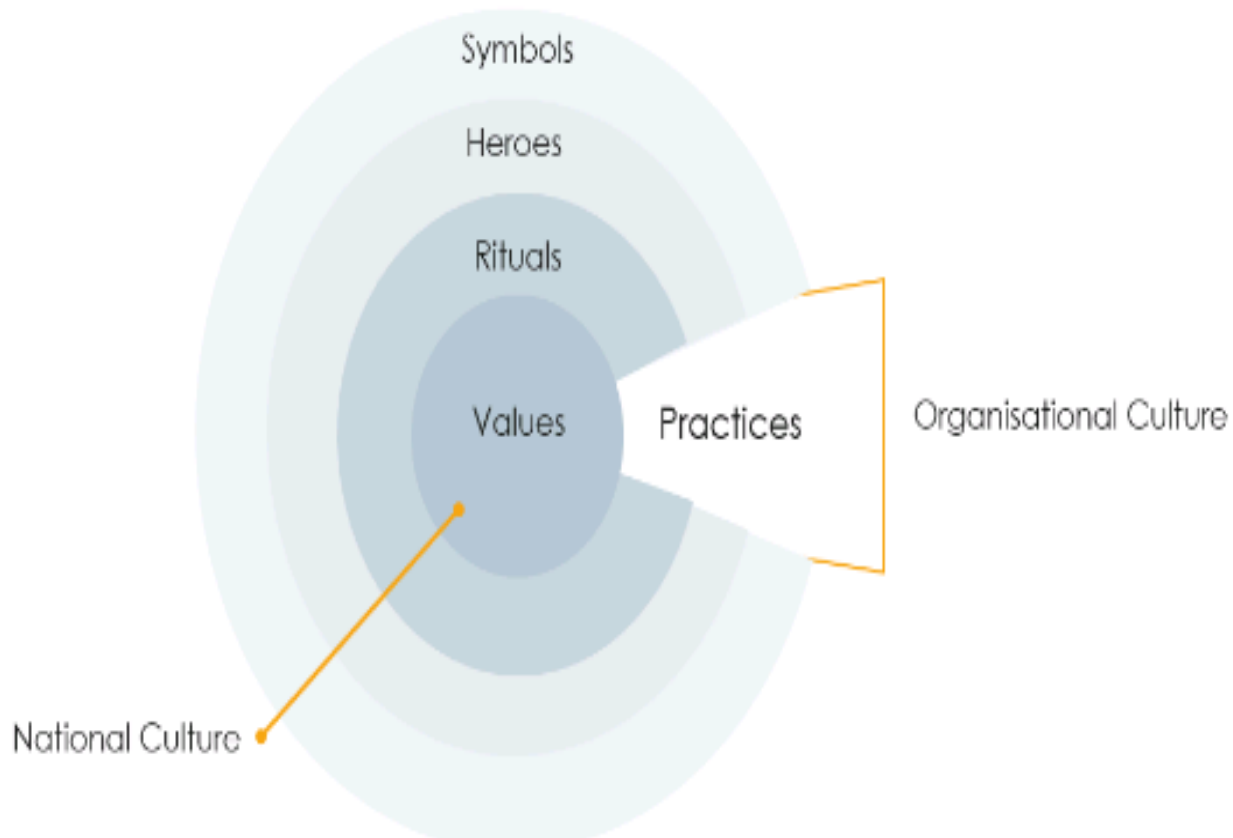
operate more effectively in a culturally diverse working environment

Appreciate

cultural difference and diversity and turn them to advantage

The different levels of culture

acc. to Hofstede



- National Culture is about the value differences between groups of nations and/or regions.
- Organisational Culture is about differences in practices between organisations and/or parts within the same organisation (sub-cultures).

What are cultures?

Cultures are sets of values and norms and beliefs, reflected in structures and systems*

- national cultures
- organisational cultures
- family cultures
- group cultures

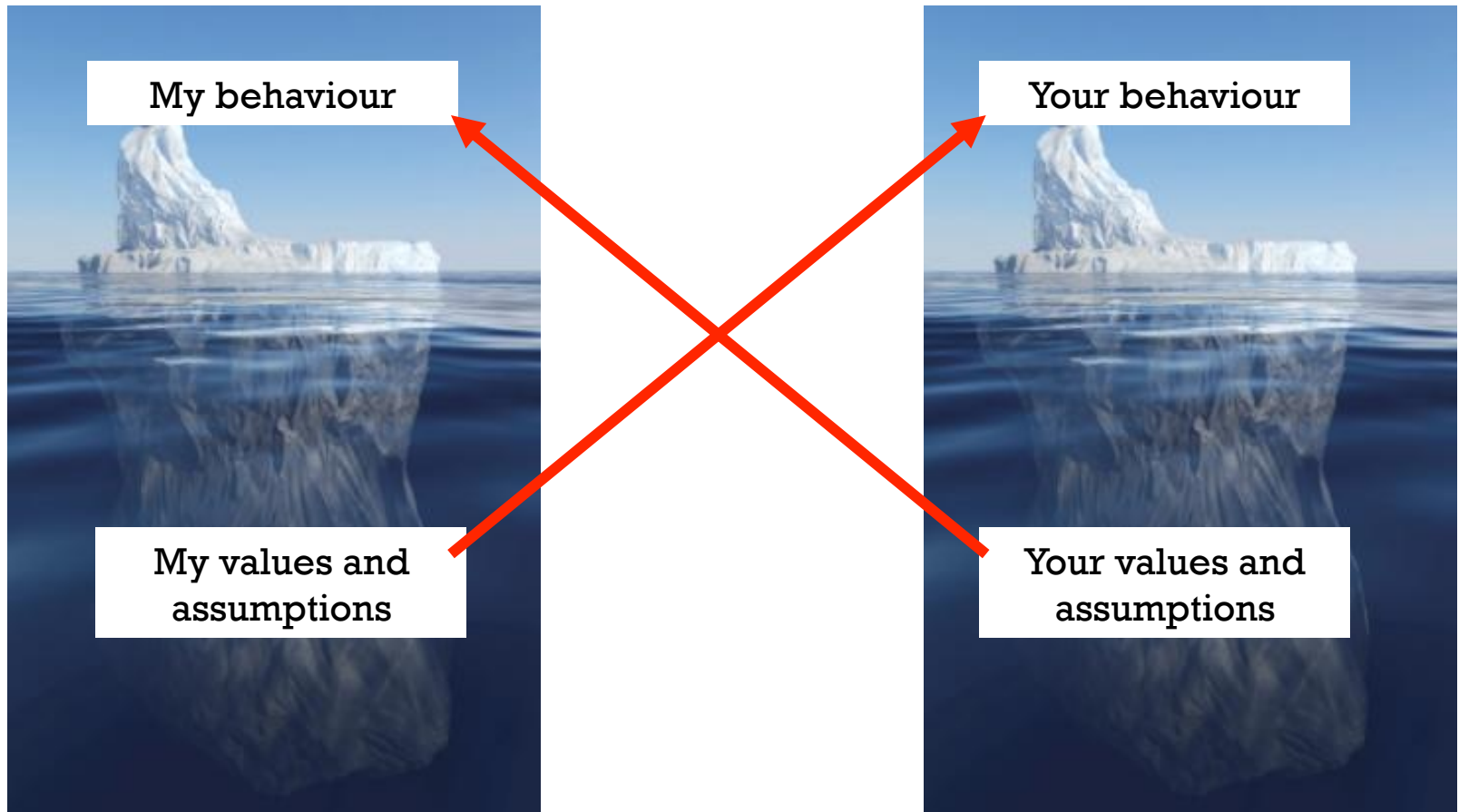
Geert Hofstede** (1980) on culture:

the collective programming of the mind that distinguishes the members of one group or category of people from others

*Charles Handy, *Understanding Organisations*, publ. Penguin

** <https://geert-hofstede.com>

The iceberg clash



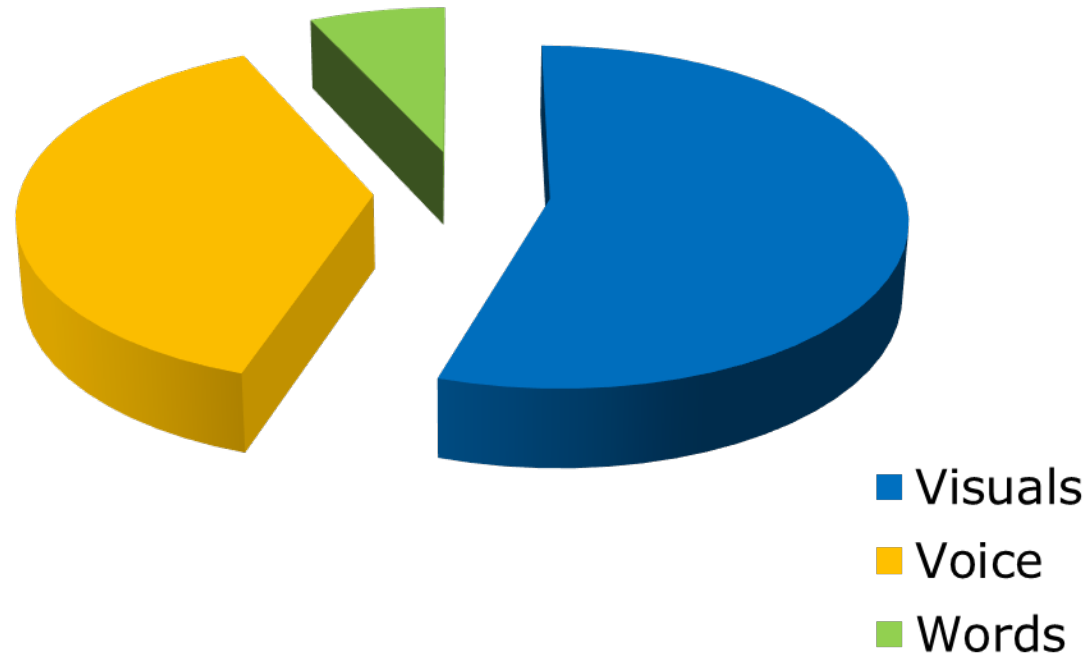
Cultural Dimensions

- **Time**
- **Action**
- **Communication**
- **Space**
- **Power**
- **Individualism**
- **Competitiveness**
- **Structure**
- **Thinking**
- **Environment**

Non verbal communication

- Eye contact
- Facial expressions
- Gestures
- Physical distance
- Touch
- Pausing and silence

Non-verbal communication



Key cultural characteristics affecting business processes

- How we deal with **hierarchy and authority**
- How we approach **tasks** and manage **relationships**
- How we handle **time** and the **future**
- How we **communicate**

Use of time

- Use of time is about **multitasking**, or **focusing on one thing** at a time and about finding **connections between different activities**



Power

- Power is about how we deal with **hierarchy at work**: bosses, senior colleagues, people who report to you or other junior personnel



Directness

- Directness is about **getting to the point** with **factual content** or **paying attention to style, timing, body language** and it is about making proposals and giving feedback



Responsibility

- Responsibility is about **taking the initiative, giving instructions, using authority** and **defining personal goals**



What is intercultural competence?

- **Ability to take into account other people's norms and values**
- **Ability to communicate and adapt how we communicate**
- **Ability to build relationships and get commitment across cultures**
- **Ability to deal with uncertain and unfamiliar situations**

Six Intercultural competences 1

- **Tolerance for ambiguity** (TA) ability to accept ambiguity and lack of clarity and to be able to deal with it constructively.
- **Behavioural flexibility** (BF) ability to adapt one's own behaviour to different requirements and situations.
- **Communicative awareness** (CA) ability in intercultural communication to establish relationships between linguistic expressions and cultural contents.

Six Intercultural competences 2

- **Knowledge discovery** (KD) ability to acquire new knowledge of a culture and cultural practices and the ability to act using that knowledge
- **Respect for Otherness** (RO) curiosity and openness, readiness to suspend disbelief about other cultures and belief about one's own.
- **Empathy** (E) ability to intuitively understand what other people think and how they feel in concrete situations.

Modify your communication when...

- Another person's behaviour is making you uncomfortable
- Another person's response or reaction seems inappropriate or confusing
- You assume you're right and the other is wrong
- You are stereotyping another cultural group
- You ignore or exclude someone because understanding and making yourself understood seems too difficult

Intercultural essentials

- **Adjust** according to people's reactions
- **Tolerate ambiguity**
- **Respect** the other culture
- Be **aware** of your own cultural preferences
- **Manage stereotyping**
- Be **non-judgmental**
- Practice **different** communication **styles**
- Be **patient**

