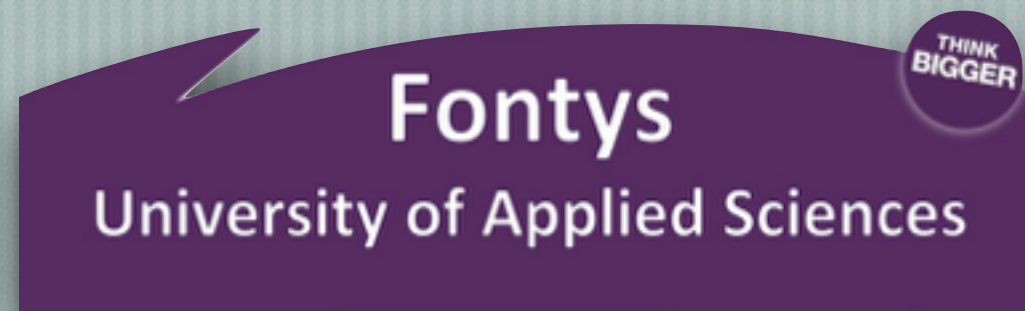


INTERCULTURAL AWARENESS & COMMUNICATION



Abi
ALBUQUERQUE

IN COLLABORATION
WITH



Leandro DI
DOMENICO

LEARNING OUTCOMES

STUDENT IS ABLE TO:

**UNDERSTAND PRINCIPLES OF CULTURAL
AWARENESS;**

**ACQUIRE UNDERSTANDING OF ELEMENTS AND TOOLS
OF COMMUNICATION IN AN INTERCULTURAL
SETTINGS;**

**UNDERSTAND OPPORTUNITIES AND CHALLENGES OF
SUCCESSFUL INTERDISCIPLINARY
COLLABORATION;**

Negotiation Styles and cultures

"French negotiators change all the time!"

"Brazilians never stick to time"

"Dutch people are too serious"

"Americans don't give a break!"

Negotiation Styles ...across cultures

"Dutch people are too serious"

"French negotiators change all the time!"

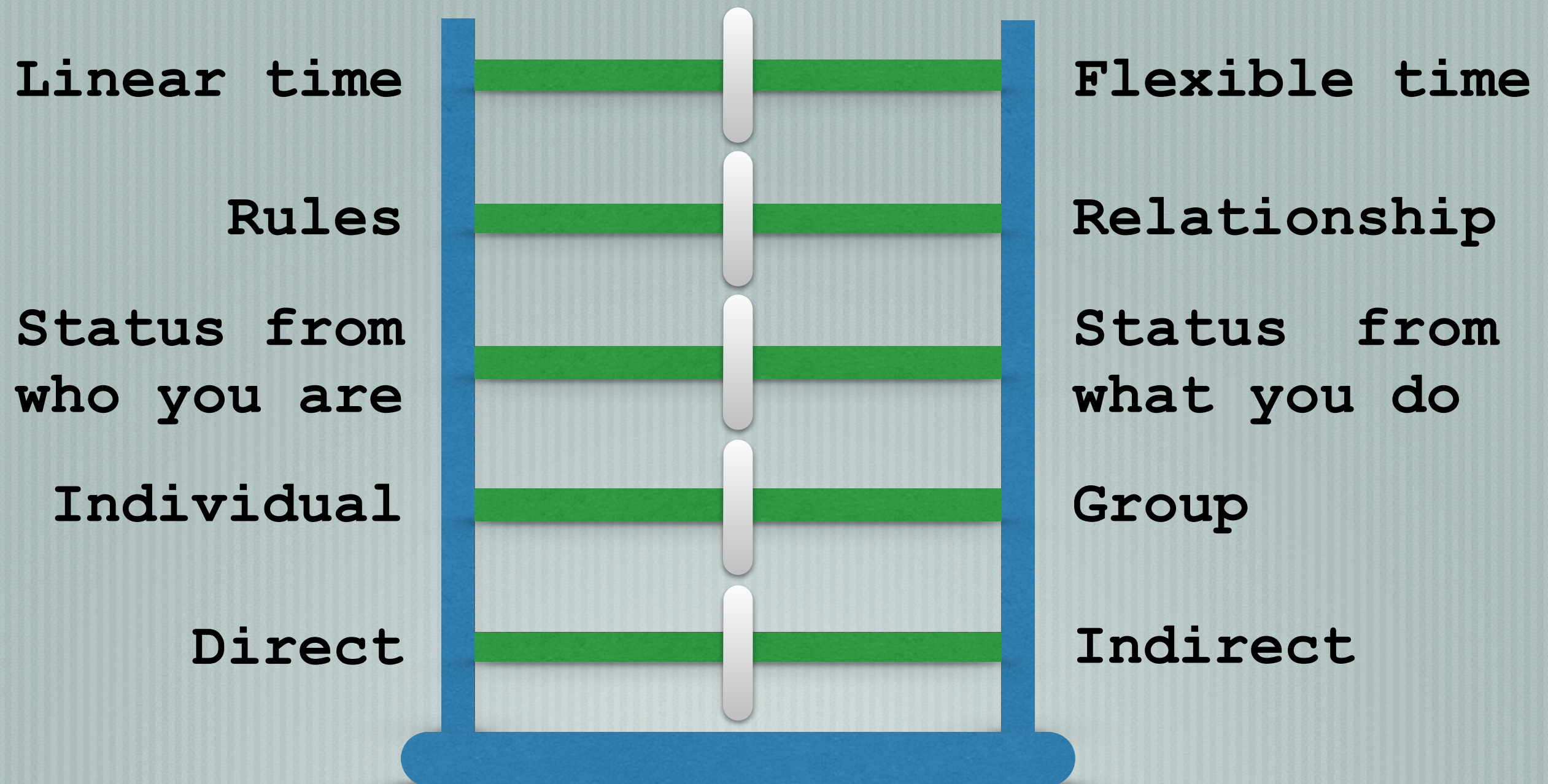
"Brazilians never stick to time"

"Americans don't give a break!"

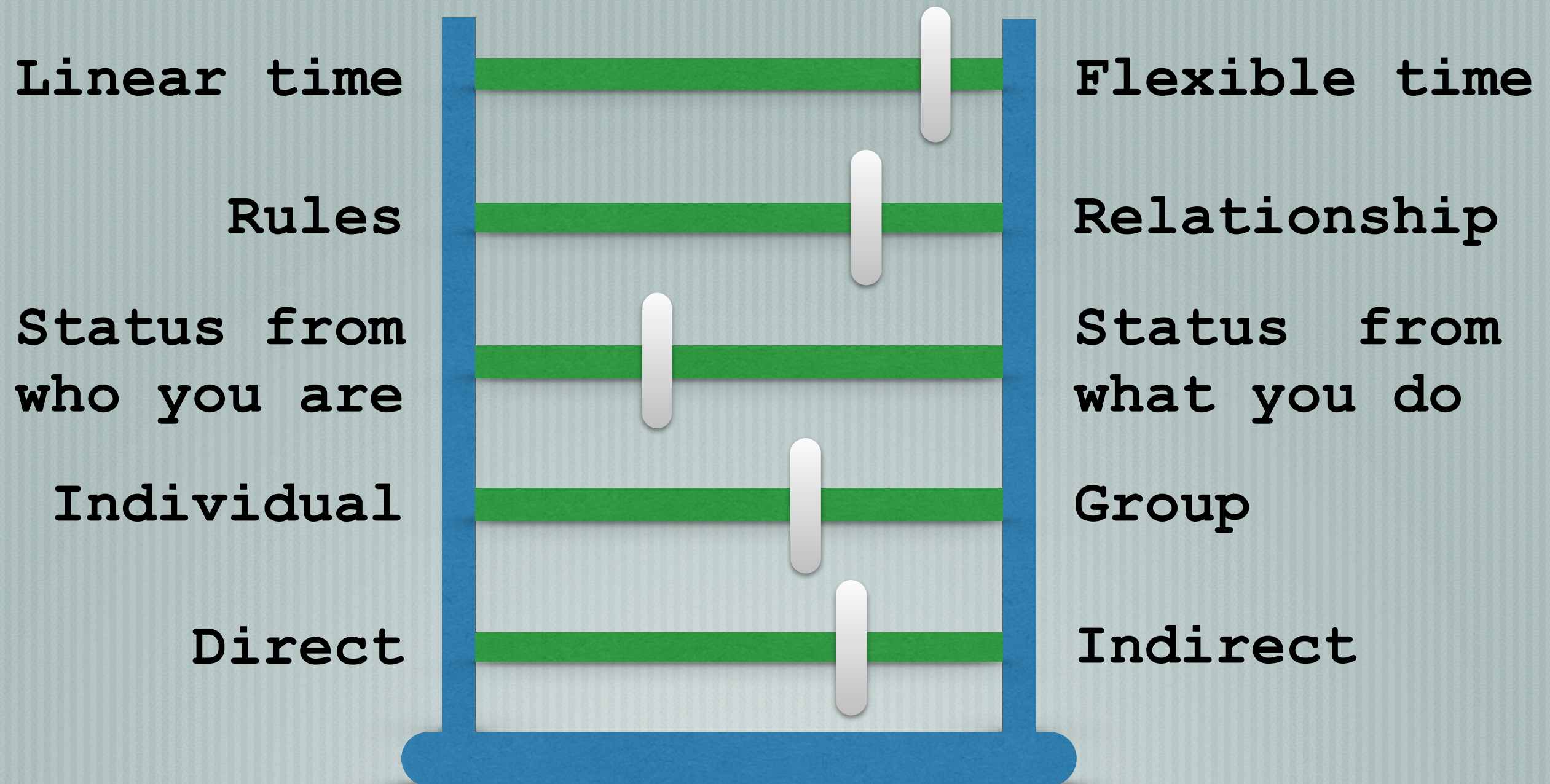
Generalization could be true if they followed the same contextual factors including:

- setting
- time
- situation
- stakes
- mood
- individual
- nature of the problem
- preferences
- history between the parties
- interpersonal traits

Negotiation Styles...across cultures



Negotiation Styles...across cultures



Negotiation Styles...across cultures

Time orientations

MONOCHRONIC



PROMPT BEGINNINGS AND ENDINGS

SCHEDULE BREAKS

ONE AGENDA ITEM AT A TIME

EXPLICIT COMMUNICATION

LATENESS IS DEVALUING OR LACK OF RESPECT

Negotiation Styles...across cultures

Time orientations

POLYCHRONIC



FLEXIBLE TIMES

BREAKS WHEN IT SEEMS APPROPRIATE

DO NOT TAKE LATENESS PERSONALLY

TALK COULD OVERLAP

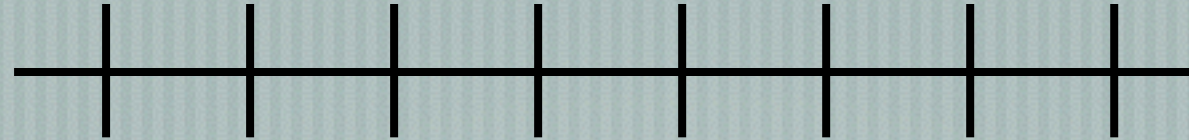
EXPECT TO READ EACH OTHERS' THOUGHTS AND MINDS

*Intercultural Communication Presentation,
Hofstede, Hall, Kluckhohn, Strodbeck, and Carbaugh*

Negotiation Styles...across cultures

Time orientations

ACHRONIC



PAST AND FUTURE APPROACHES

MULTIPLE GENERATIONS

RESPECT FOR ELDERS

IMPORTANCE TO TRADITION

THE BEST IS STILL TO COME

Negotiation Styles...across cultures

Space orientations

BACK OFF!



CLEAR PERSONAL DISTANCE

UNCOMFORTABLE CLOSENESS

DON'T TOUCH

EYE CONTACT IS A SIGN OF RELIABILITY



Negotiation Styles...across cultures

Space orientations

COME CLOSER...



"SUBJECTIVE" PERSONAL DISTANCE

COMFORTABLE WITH CLOSENESS

TAPPING ON THE BACK

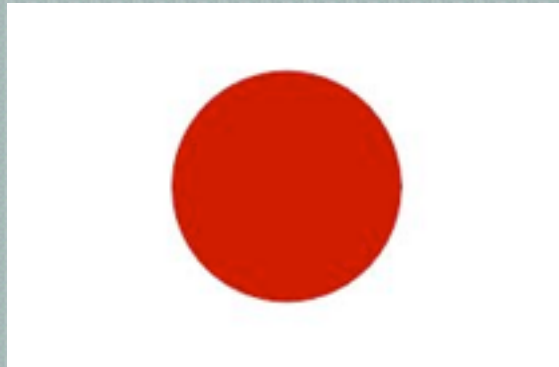
TOUCHING IS ACCEPTABLE

EYE CONTACT IS A SIGN OF RELIABILITY



Negotiation Styles...across cultures

Non-verbal communication



USE SILENCE AS A WAY TO EXPRESS THINKING



MODERATE SILENCE EXPRESSES DECISION MAKING



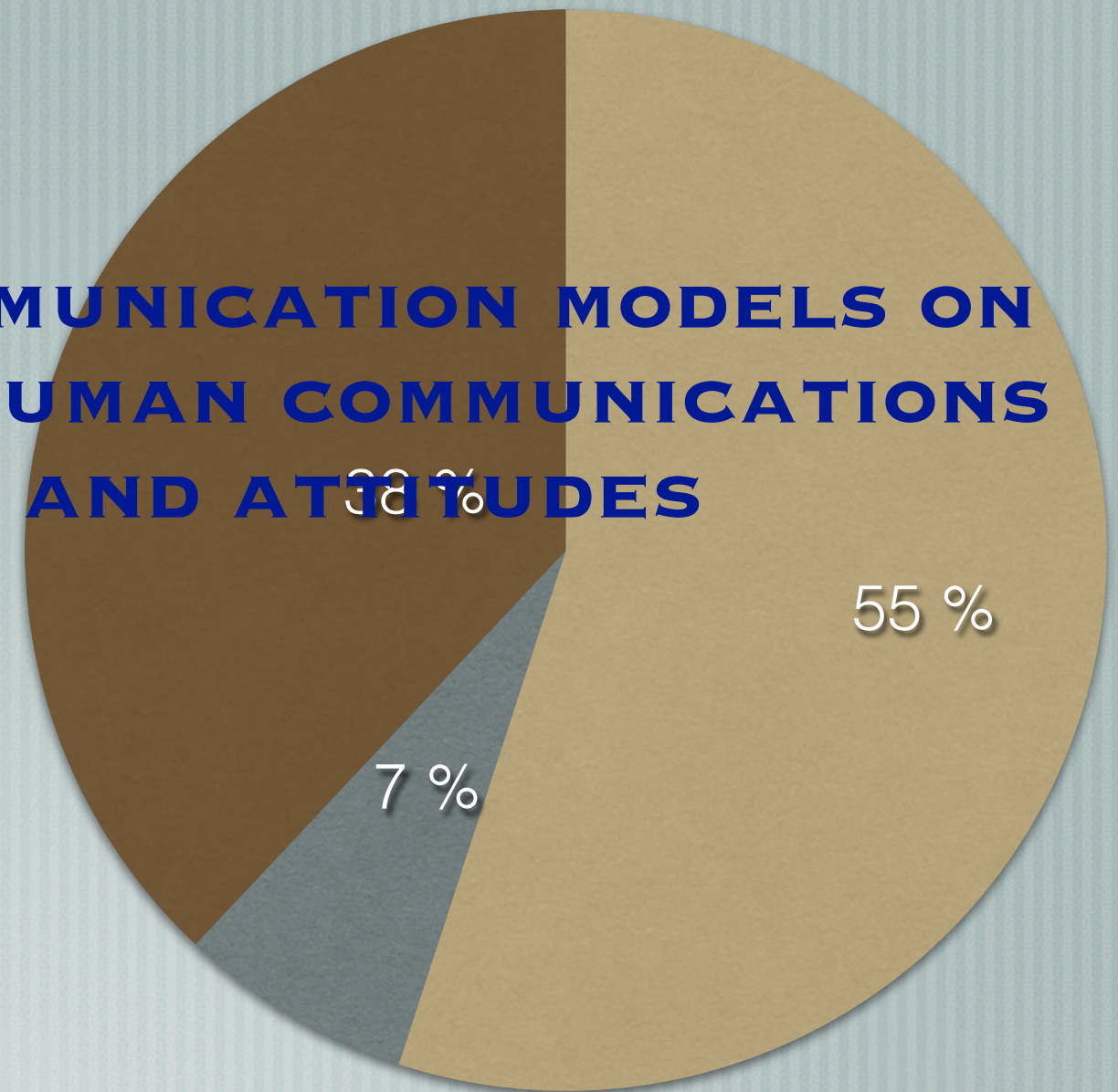
HATE SILENCE. BRAZILIANS DON'T KNOW HOW TO MANAGE SILENCE IN MEETINGS

Mehrabian Theory

Negotiation Styles...across cultures

Non-verbal communication

ALBERT MERRABIAN'S COMMUNICATION MODELS ON
VERBAL HUMAN COMMUNICATIONS
THROUGH FEELINGS AND ATTITUDES

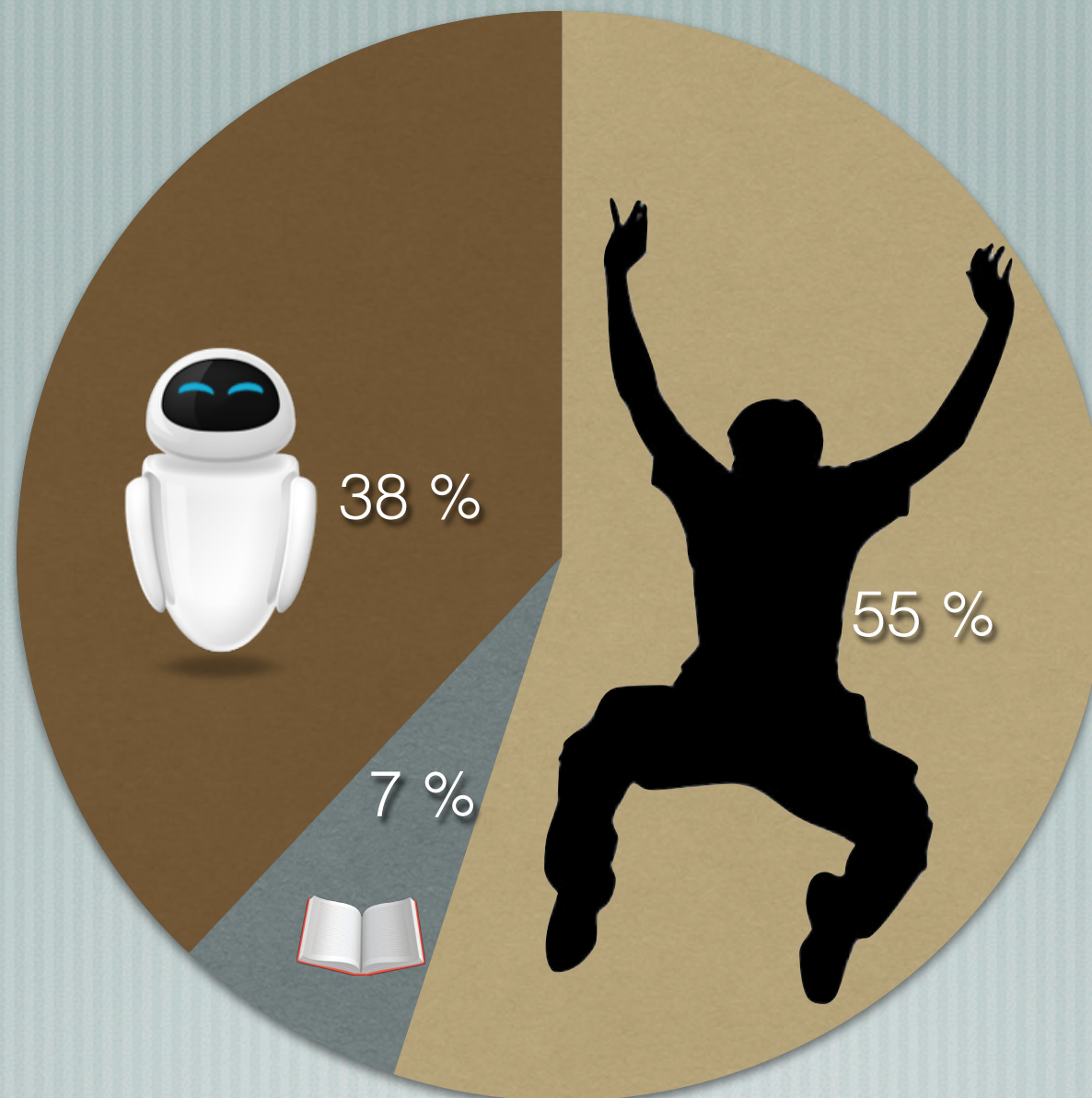


● Expression ● Words ● Tone

Mehrabian Theory

Negotiation Styles...across cultures

Non-verbal communication



● Expression ● Words ● Tone

Mehrabian Theory

Negotiation Styles...across cultures

Power distances

clear authority figures

Hierarchical structures

the right to use power

**use of power in limited circumstances
(legitimate purposes)**

flat organizational hierarchies

democratic structures

shared authority

HIGH



SOCIAL STATUS

GENDER

RACE

AGE

EDUCATION

BIRTH

PERSONAL ACHIEVEMENTS

FAMILY BACKGROUND



LOW

*Intercultural Communication Presentation,
Hofstede, Hall, Kluckhohn, Strodbeck, and Carbaugh*

Negotiation Styles...across cultures

Power distances

HIGH



ARAB COUNTRIES



GUATEMALA



MALAYSIA



THE PHILIPPINES



MEXICO



INDIA



INDONESIA

LOW

AUSTRIA



NEW ZEALAND



ISRAEL



SCANDINAVIA



IRELAND



SWITZERLAND



GREAT BRITAIN



GERMANY



*Intercultural Communication Presentation,
Hofstede, Hall, Kluckhohn, Strodbeck, and Carbaugh*

Negotiation Styles ...across cultures

Uncertainty avoidance

LOW

LATIN AMERICA

MUSLIM COUNTRIES

MOST AFRICAN COUNTRIES

safety is important

formal rules

rituals

HIGH

SINGAPORE

SCANDINAVIA

THE UNITED STATES

tolerance for ambiguity

problem-solving

risk-taking

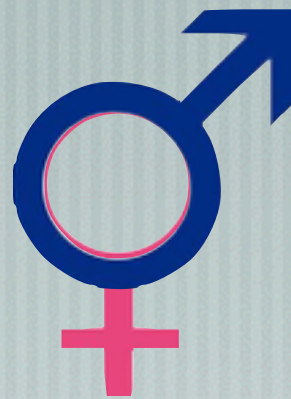
Negotiation Styles...across cultures

Masculinity & Femininity

LATIN AMERICA

JAPAN

ITALY



THAILAND

SCANDINAVIA

PORTUGAL

rigid gender roles

cooperation

Negotiation Styles...across cultures

National Cultural Dimensions

POWER DISTANCES

PDI

THE EXTENT TO WHICH THE LESS POWERFUL MEMBERS OF INSTITUTIONS AND ORGANISATIONS WITHIN A COUNTRY EXPECT AND ACCEPT THAT POWER IS DISTRIBUTED UNEQUALLY

INDIVIDUALISM

IDV

THE DEGREE OF INTERDEPENDENCE A SOCIETY MAINTAINS AMONG ITS MEMBERS. “I” X “WE”

MASCULINITY / FEMININITY

MAS

THE FUNDAMENTAL ISSUE HERE IS WHAT MOTIVATES PEOPLE, WANTING TO BE THE BEST (MASCULINE) OR LIKING WHAT YOU DO (FEMININE)

*Intercultural Communication Presentation,
Hofstede, Hall, Kluckhohn, Strodbeck, and Carbaugh*

Negotiation Styles...across cultures

National Cultural Dimensions

PDI

IDV

MAS

UNCERTAINTY AVOIDANCE

UAI

THE EXTENT TO WHICH THE MEMBERS OF A CULTURE FEEL THREATENED BY AMBIGUOUS OR UNKNOWN SITUATIONS AND HAVE CREATED BELIEFS AND INSTITUTIONS THAT TRY TO AVOID THESE

LONG TERM ORIENTATION

LTO

THE EXTENT TO WHICH A SOCIETY SHOWS A PRAGMATIC FUTURE-ORIENTED PERSPECTIVE RATHER THAN A CONVENTIONAL HISTORICAL SHORT-TERM POINT OF VIEW.

*Intercultural Communication Presentation,
Hofstede , Hall, Kluckhohn, Strodbeck, and Carbaugh*

Negotiation Styles...across cultures

National Cultural Dimensions

PDI

IDV

MAS

UAI

LTO

HOFSTEDE'S CULTURAL DIMENSIONS THEORY

GERARD HENDRIK (GEERT)

DUTCH SOCIAL PSYCHOLOGIST KNOWN FOR HIS PIONEERING RESEARCH ON CROSS-CULTURAL GROUPS AND ORGANIZATIONS.

*Intercultural Communication Presentation,
Hofstede, Hall, Kluckhohn, Strodbeck, and Carbaugh*

Negotiation Styles...across cultures

National Cultural Dimensions

PDI IDV MAS UAI LTO IND

INDULGENCE X RESTRAINT

GRATIFICATION OF BASIC AND NATURAL HUMAN DRIVES RELATED TO ENJOYING LIFE AND HAVING FUN.

HOFSTEDE'S CULTURAL DIMENSIONS THEORY

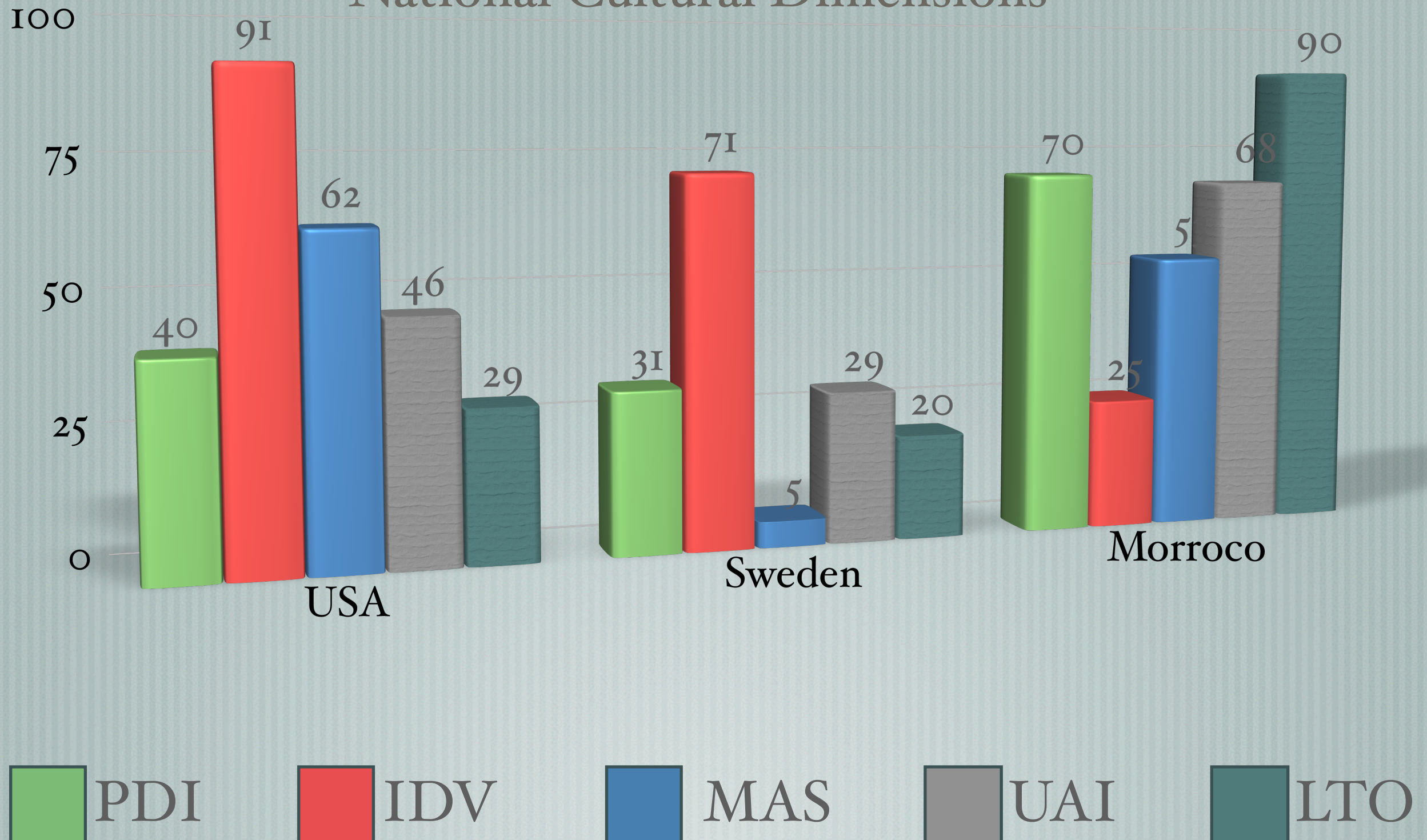
GERARD HENDRIK (GEERT) Hofstede

DUTCH SOCIAL PSYCHOLOGIST KNOWN FOR HIS PIONEERING RESEARCH ON CROSS-CULTURAL GROUPS AND ORGANIZATIONS.

*Intercultural Communication Presentation,
, Hall, Kluckhohn, Strodbeck, and Carbaugh*

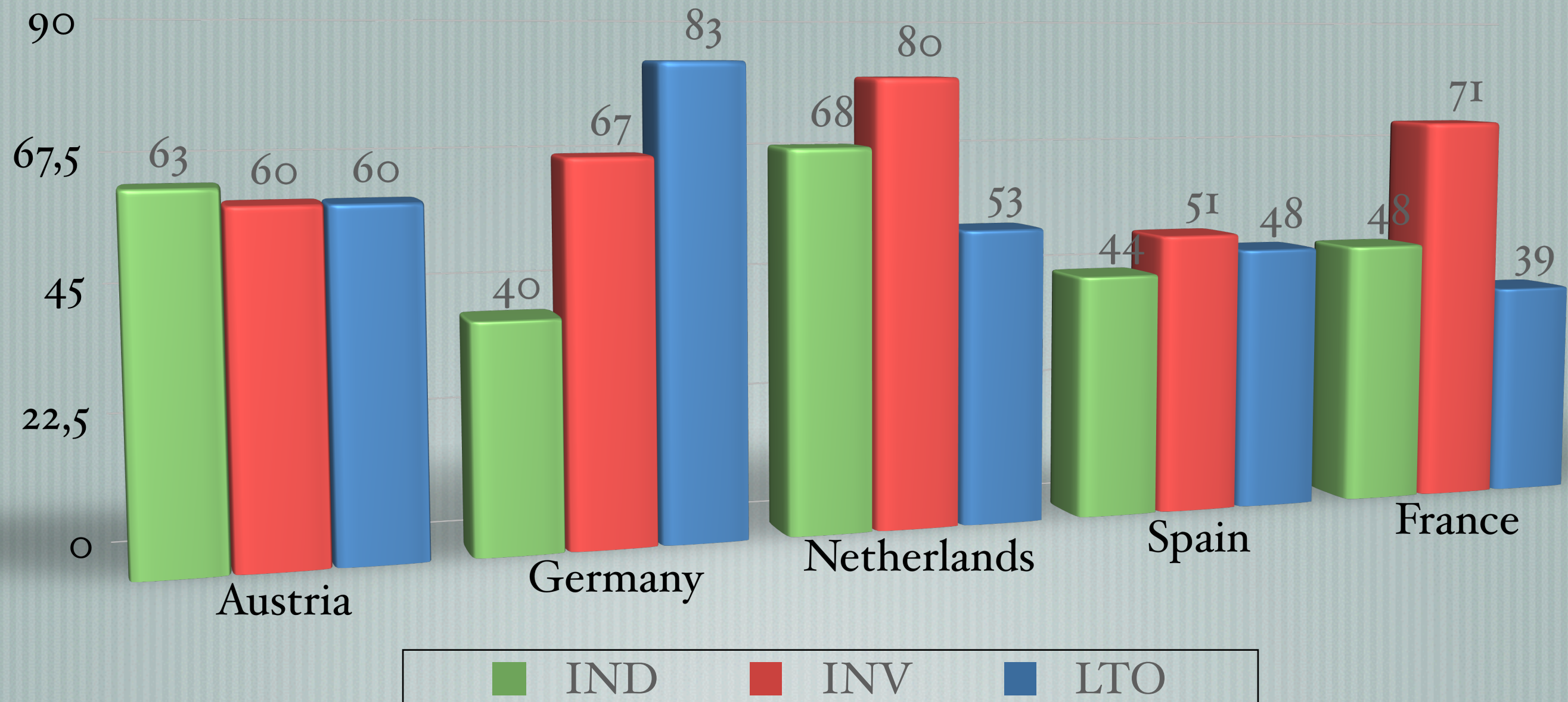
Negotiation Styles...across cultures

National Cultural Dimensions



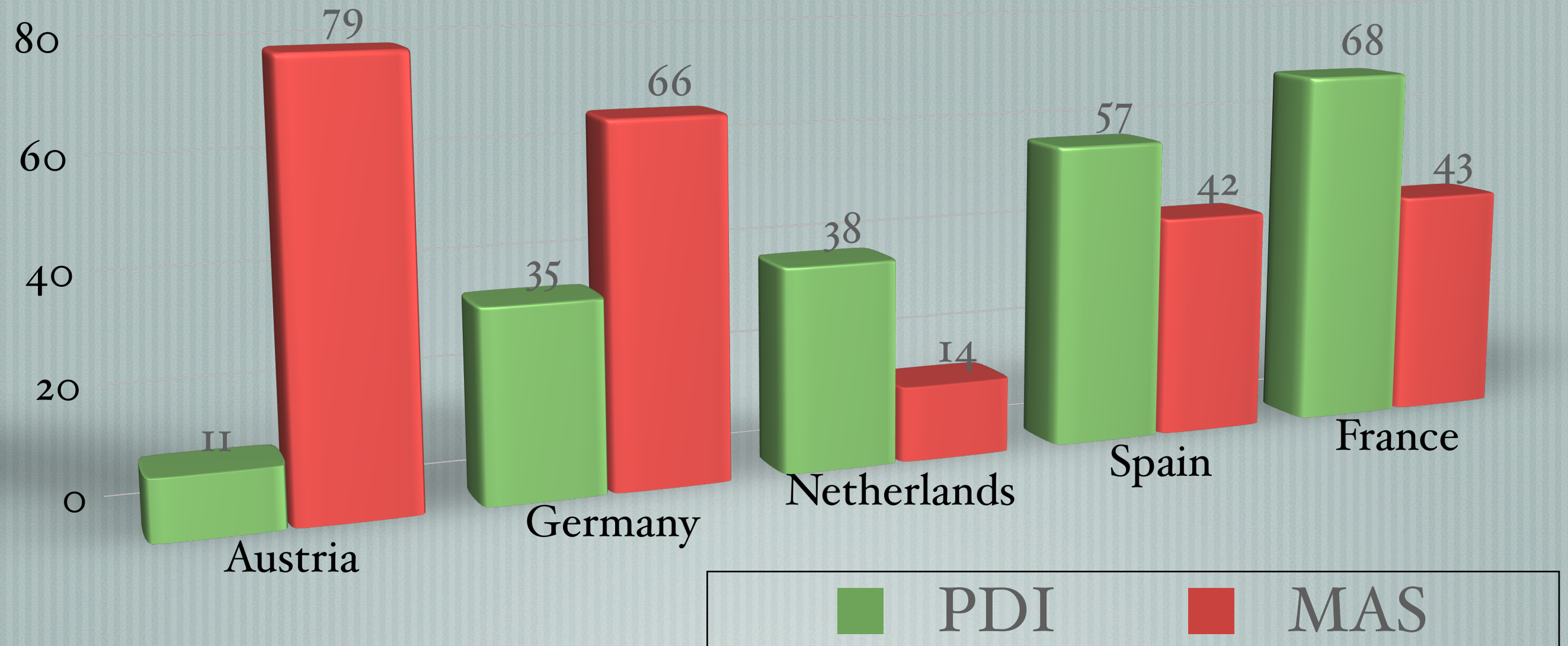
Negotiation Styles...across cultures

National Cultural Dimensions



Negotiation Styles...across cultures

National Cultural Dimensions



STILL DIFFICULT TO ASSESS BECAUSE...

THE MODEL NEGLECTS THE TYPICAL CHARACTERISTICS OF EACH COUNTRY AND THE INFLUENCE OF ITS SPECIFIC CULTURE IN THE ORGANIZATIONS

Negotiation Styles...across cultures

WHAT IS CULTURE?

- Roles
 - Thoughts
 - Language
 - Values
 - Customs
 - Relationship
- Rituals
- Practices
 - (expected) behavior

WHAT IS COMMON FOR YOU ?

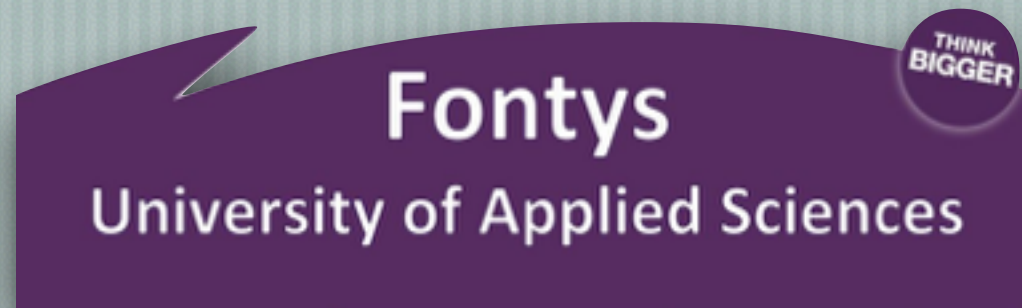
Negotiation Styles...across cultures

WHAT IS CULTURE?

- Roles
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- (expected) behavior

**WHAT IS COMMON FOR YOU
MIGHT NOT BE COMMON FOR OTHERS**

INTERCULTURAL AWARENESS & COMMUNICATION



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DOMENICO

THANK YOU FOR WATCHING