

Intercultural Communication and CQ

An introduction to discovering the why

Intercultural Communication – What is it?

- Communication between parties from different cultures.

Sometimes we believe that the global world has erased our cultural differences, but in fact this is not the case. Maybe we need to work to understand each other better than ever before.

Moberg & Chadwick

CQ – Cultural intelligence

- IQ (Intelligence Quotient) – logical thinking
- EQ (Emotional Quotient) – emotional intelligence
- **CQ (Cultural Quotient) – cultural intelligence**
 - Cognitive – knowledge
 - Emotional – motivation
 - Practical – behavior

The Cultural Iceberg



10% What we see and do

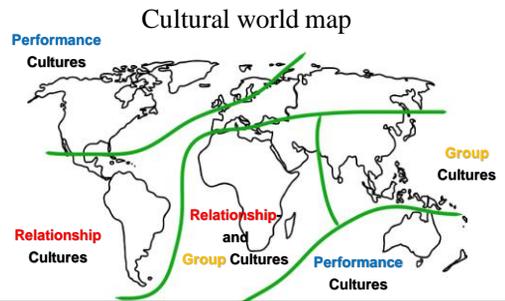
- Food
- Flags
- Festivals
- Fashion
- Holidays
- Music
- Art
- Literature
- Language
- Crafts
- Architecture

The Cultural Iceberg



90% The reason why

Communication styles and rules, facial expressions, gestures, eye contact, personal space, touching, body language, tone of voice, handling and displaying of emotions, leadership, courtesy and manners, cleanliness, beauty, past – future, conversational patterns in social situations.
Attitudes toward; authority, work, cooperation vs competition,
Concepts of; gender, social class, family, justice, individual – group,
Approaches to; death, animals, aging, religion, morals, marriage, raising children, decision-making, problem-solving etc.



Performance Cultures

- Centered around the individual. Identity – your profession, what you do. Performance and being responsible is important.
- Independence is a keyword; you do not bother others. Separation of family life and working life.
- Efficiency is measured in time. Task oriented.
- Time is important. Keeping time shows respect.
- Facts are presented in a structured way. You trust the authorities, the legal system, the written word and contracts.
- Forward looking and change-oriented

Relationship Culture

- Centered around the family. Identity - the family. Loyalty and being trustworthy is important.
- Mutual dependency is a keyword. Mutual dependency creates stable relationships.
- Efficiency is having good networks.
- Time is flexible; taking the time needed for others shows respect.
- Facts from your own networks, low trust in authorities.
- More conservative than change-oriented

Group Culture

- Centered around the group. Identity – the group. Loyalty and being trustworthy is important.
- Mutual dependency is a keyword.
- Efficiency is trusting the relationships and networks.
- Flexible time mind-set. (Japan the exception).
- Facts from your own networks as well as authorities.
- Conservative but strong innovative force.
- Fate plays an active role in human life.

Is the Cultural World Map enough?

A generalized overview

More details; Erin Meyer's cultural scales.
From the book The Culture Map

Erin Meyer's scales - Communicating



Low Context Good communication is precise, simple, and clear. Messages are expressed and understood at face value. Repetition is appreciated if it helps clarify the communication.

High Context Good communication is sophisticated, nuanced, and layered. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.

Differences

Low Context Culture

- Summarize.
- Make yourself clear.
- The more educated, the better at low context communication.

High Context Culture

- Read the air (don't be a KY).
- Listen carefully.
- The more educated, the better at high context communication.

Case 1

ALT John (USA)

- So, when does the Nomikai start?
- Like, can I come 7-ish?
- OK!

JTE Tanaka (Japan)

- It starts at 7:00, but you can come a few minutes earlier.
- Well... The principal will arrive at 7:00.

Case 1

- What time does Mr. John think is OK to come?
- What time does Ms. Tanaka think he should come?
- What are some strategies for communicating with someone from a higher or lower context culture?

Erin Meyer's scales - Leading



Egalitarian The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organizational structures are flat. Communication often skips hierarchical lines.

Hierarchical The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organizational structures are multi-layered and fixed. Communication follows set hierarchical lines.

General Traits

General traits of egalitarian cultures:

- It's ok to disagree with the boss openly even in front of others.
- People are more likely to move to action without getting the boss's okay.
- If meeting with a client or supplier, there is less focus on matching hierarchical levels.
- It's okay to e-mail or call people several levels below or above you.
- With clients or partners you will be seated and spoken to in no specific order.

General traits of hierarchical cultures:

- An effort is made to defer to the boss's opinion especially in public.
- People are more likely to get the boss's approval before moving into action.
- If you send your boss, they will send their boss. If your boss cancels, their boss also may not come.
- Communication follows the hierarchical chain.
- With clients or partners you may be seated and spoken to in order of position.

History behind different leading styles

- Vikings - Egalitarian
- Protestantism and similar – leaning toward egalitarian
- Catholicism and similar – leaning toward hierarchical
- Confucius - Hierarchical

Case 2

The Swedish ALT Ms. Anna wants to let Midori Junior High School know that she has a schedule change next week. In the teachers' room her JTE Mr. Sato is very busy with his work. But the Vice Principle seems to have a lot of free time.

Case 2

- What would be respectful in a Swedish way of informing about the schedule change?
- What would be respectful in a Japanese way of informing about the schedule change?

Erin Meyer's scales – Deciding



Decision with small d or big D?

- Small d – a quickly made **decision** with room for changes after.
- Big D – a **decision** made after a long deliberation with no more room for changes.

The Japanese Ringi-system

- Japan is hierarchical but ultra-consensual.
- Consensus-building from the bottom up.
- The *ringisho* document is passed around and when it reaches the top, a Decision is ready to be made.

Erin Meyer's scales - Trusting



Task-based Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.

Relationship-based Trust is built through sharing meals, evening drinks, and visits at coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level. I've shared personal time with you, I know others well who trust you, I trust you.

Professional trust

- When do *you* start to feel trust in a coworker/acquaintance?
- How do you create trust?

Workshop summary

Bibliography / Recommended reading

- Meeting Sense *The Chadberg model – a guide to efficient meetings, on all levels, in any culture.* Pia Moberg & Peter Chadwick. ISBN 978-91-981920-5-6
- The Culture Map *Decoding how people think, lead, and get things done across cultures.* Erin Meyer. ISBN 978-1-61039-276-1
- 異文化理解力 相手と自分の真意がわかるビジネスパーソン必須の教養。エリン・メイヤー。ISBN 978-4-86276-208-5