

Cross-cultural communication

:: IDBM Capstone ::
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Example of low engagement in a virtual meeting...

What do you guys think about that idea?

[Silence]

Well I guess you all agree then?

[Silence]


I'll take that as a yes.



Cultural diversity – A good or a bad thing?

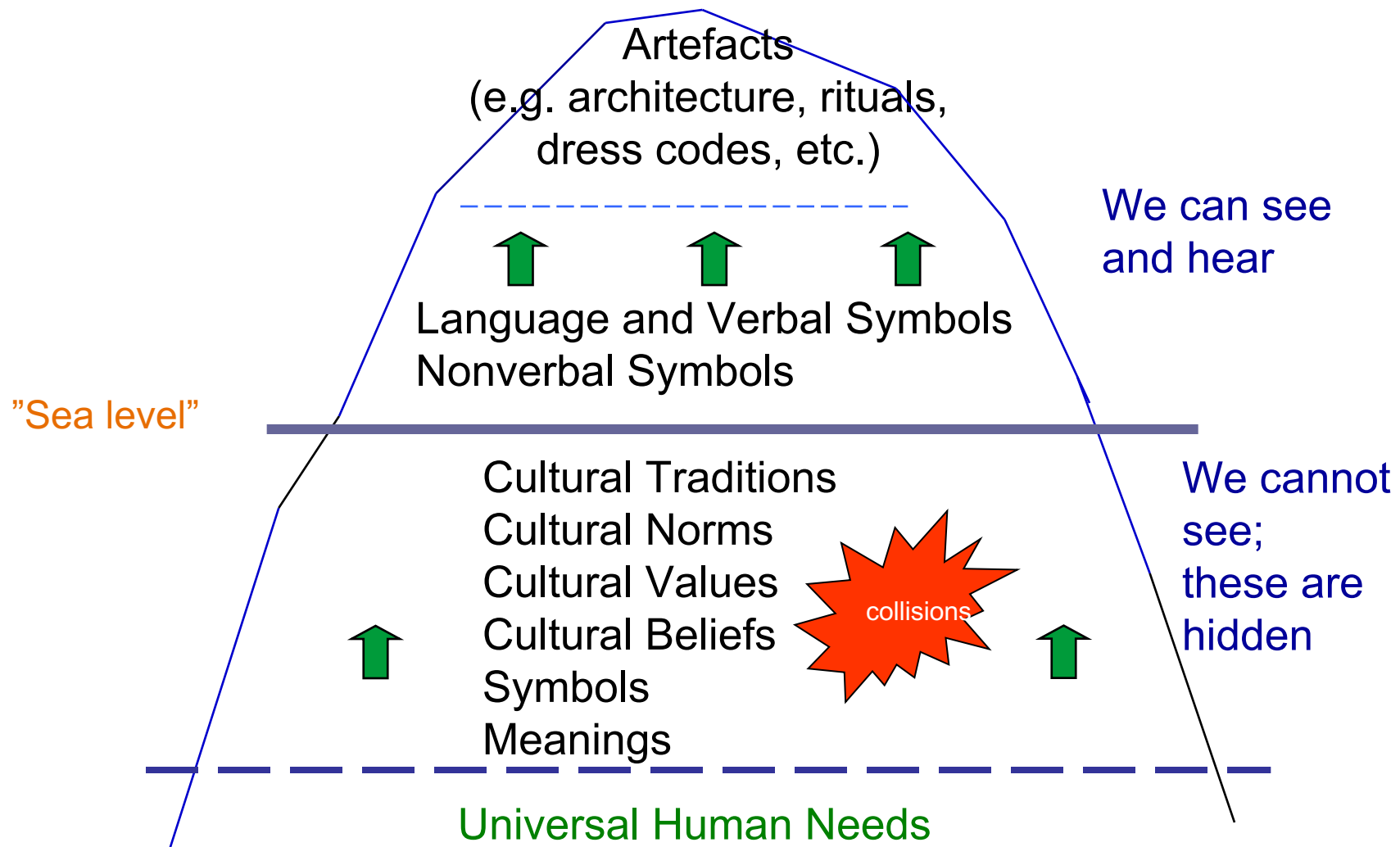
While some challenges exists:

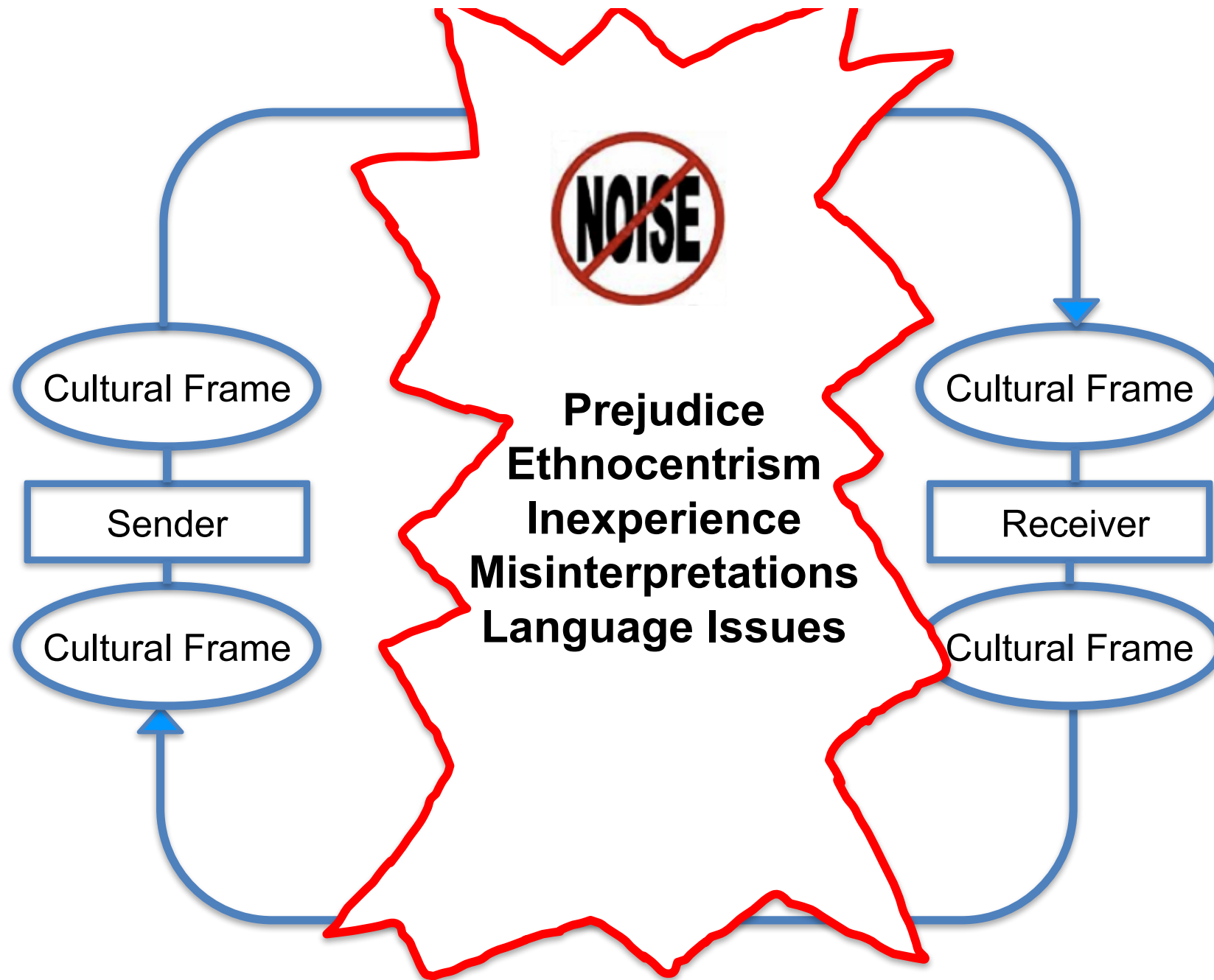
- Misinterpretations of messages
 - Lack of shared understanding (e.g. on logics of other nationalities and meanings of messages)
 - Additional challenges for leadership
- Cross-cultural workforce can also lead to more creativity and innovation due to a wider pool of perspectives.

A large, jagged iceberg floats in the middle of a dark blue ocean. The iceberg's surface is highly textured with many vertical ridges and cracks, giving it a rugged appearance. The sky above is a clear, deep blue. In the background, some snow-covered land is visible on the horizon. The text "CULTURE: An iceberg metaphor" is overlaid in white, sans-serif font in the lower half of the image.

CULTURE: An iceberg
metaphor

CULTURE: An iceberg metaphor





Short vs Long-term orientation



VS



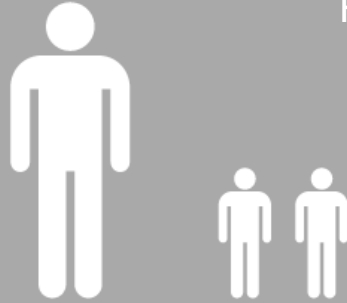
Individualism vs collectivism



VS



Power distance



VS



Culture may differ
along multiple
dimensions

Uncertainty avoidance



VS



Masculinity

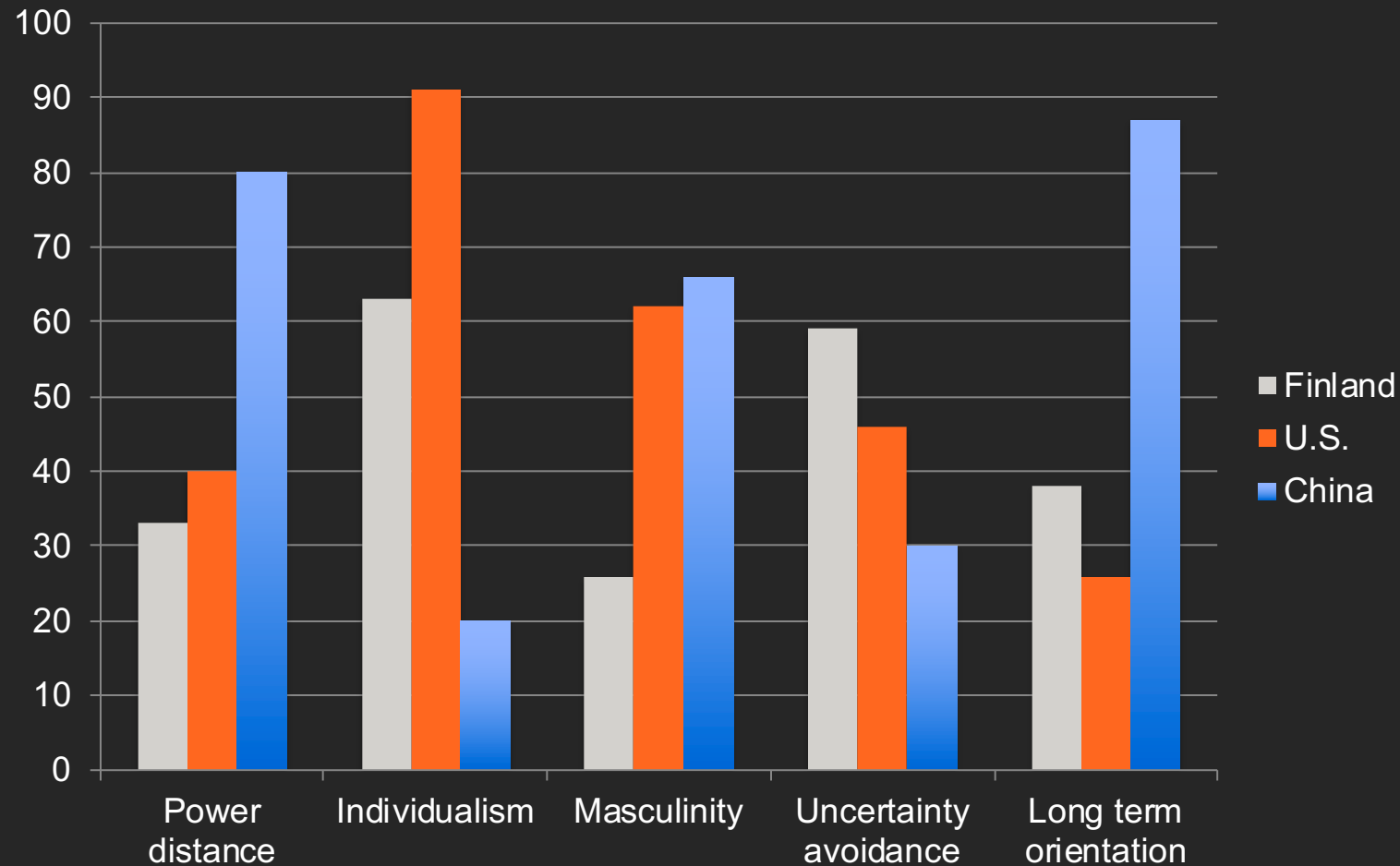


VS



Cultural dimensions: USA, Finland, China

Relative positions of countries on scale 1-100



Individualism

"Oh, I did not realize that the meeting was 3 am your time"

"I am working from 9am to 6pm and could meet after 7 pm during weekdays " (No mention of EDT, not realizing that 7pm is during some members' night)

Case study: Shared leadership in Global virtual teams

Shared leadership =

- Simple put: Shared leadership is leadership by more than one person
- Sharing power and influence among a set of individuals with the objective is to lead one another to the achievement of organizational goals (Pearce & Conger, 2003)
- I studied 10 GVTs, with members in Europe, Asia and U.S.

Case study: power distance related to leadership expectations

High power distance



Low power distance

"the team leader should always plan the task, suggest who to do it and how it should be done"
(Member, Korea)

"Even though Annika is my supervisor, I can still go and ask, hey could you do this for me... Although she is in a supervisor position, we are still pretty much in the same boat." (Member, Finland)

What happen when these members part of the same global virtual team?

High power distance

*“the team leader should always plan the task, suggest who to do it and how it should be done”
(Member, Korea)*

Adaptation can
take place!

Approximately
half of the
members high in
power distance
adapted towards
shared leadership
norms (low power
distance practices)

What happened to
the other half?
Why did they not
adapt?

POWER DISTANCE

(national culture) - Not what hindered shared leadership!

External leaders maintaining **local norms over global norms** hindered adaption

→ Reliance on team internal leadership key in virtual teams!

"He [local administrative supervisor] is in control of all my work ... He is over us, so he tells me 'you have to do this within this week, within tomorrow this.' Yes it's like this that we are working. So he is a very powerful person on my work." (Korean team member)

"the more there is someone that guide us the better"

Self-organized
organizations
without formal
leader roles

futurice



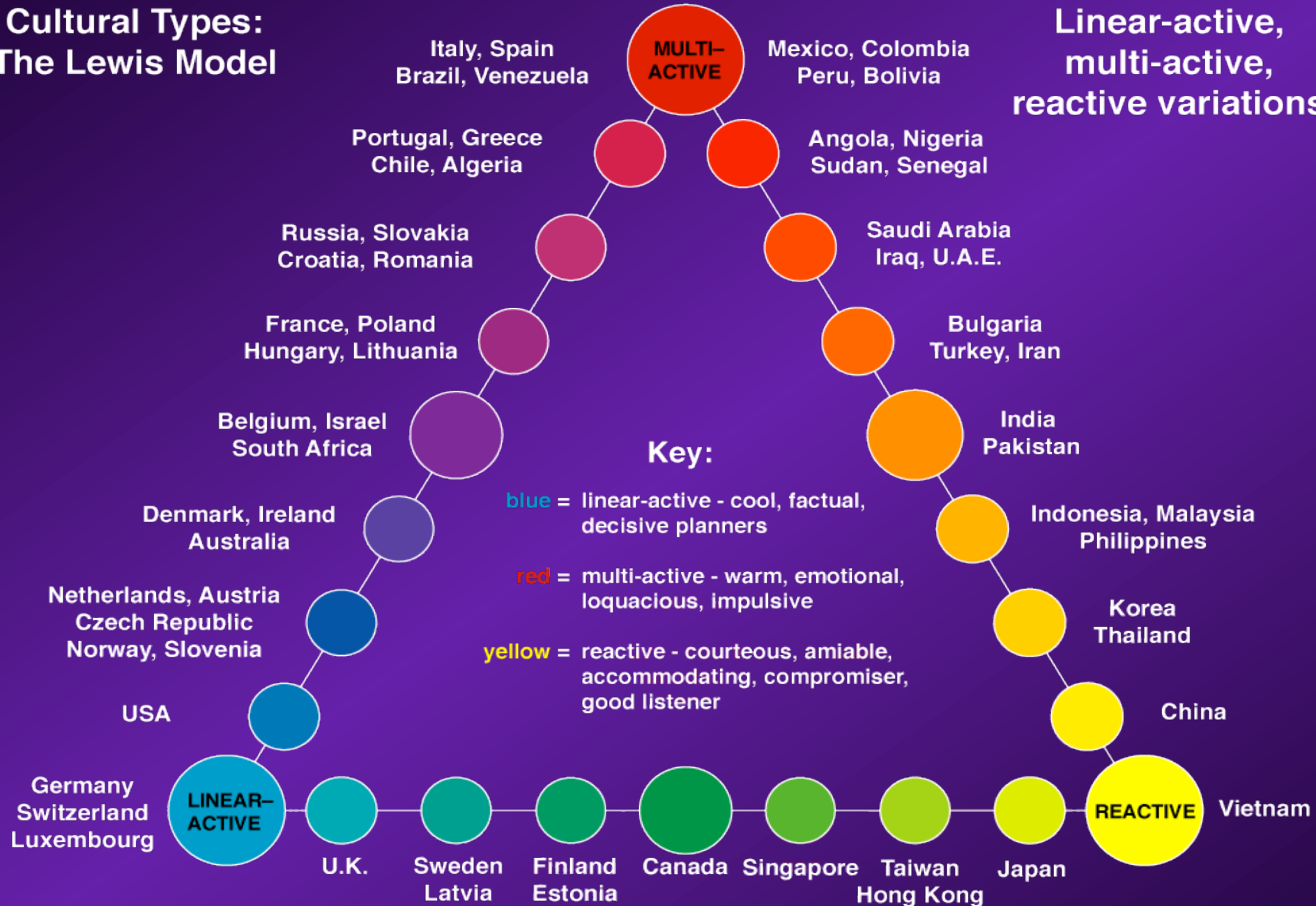
Reaktor

The Lewis Model - A more business oriented model

LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
Talks half the time	Talks most of the time	Listens most of the time
Does one thing at a time	Does several things at once	Reacts to partner's action
Plans ahead step by step	Plans grand outline only	Looks at general principles
Polite but direct	Emotional	Polite, indirect
Partly conceals feelings	Displays feelings	Conceals feelings
Confronts with logic	Confronts emotionally	Never confronts
Dislikes losing face	Has good excuses	Must not lose face
Rarely interrupts	Often interrupts	Doesn't interrupt
Job-oriented	People-oriented	Very people-oriented
Sticks to facts	Feelings before facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth
Sometimes impatient	Impatient	Patient
Limited body language	Unlimited body language	Subtle body language
Respects officialdom	Seeks out key person	Uses connections
Separates the social and professional	Mixes the social and professional	Connects the social and professional

Cultural Types: The Lewis Model

Linear-active,
multi-active,
reactive variations



What's your cultural type?

- **Familiarize with these web based tools from business practice to understand your cultural backgrounds!**
 - <http://www.businessinsider.com/the-lewis-model-2013-9>
 - <https://www.hofstede-insights.com/product/compare-countries/>

Write down your reflections in chat:

- Does any of the models represent your own culture (more) accurately? Why / Why not?



Who are you?

- Do you feel like all the others in your own nationality?
- Have you got any influences from another culture?
- Any exposure to culturally pluralistic settings also triggers a process of acculturation (Crisp & Turner, 2011)

NORMAL person VS GLOBAL nomad

PERSONALITY & TASTE



Normal people are more likely to live in one place their whole life

Normal people usually speak their mother tongue and some English

Same old friends

Normal people's work often depend on location



They have a pet

Normal people are more likely to live in the suburbs



Global nomads are more likely to live in more than 4 countries during their lives

Global nomads converse with their families and friends in at least in 4 languages

New friends all the time

Global nomads have location independent jobs

Mobile life, no pets

Global nomads live in big cities



FOOD & STYLE



Normal people prefer traditional foods and drinks

Their style is neat and casual



Global nomads love sushi, hummus and exotic food

Global nomads consider their style chic and different



TECHNOLOGY & MEDIA



Normal people are more likely to have a normal PC and a Nokia phone

Normal person watches TV, read local print newspapers and use internet



Global nomads have a Mac, an iPhone and iPad

Global nomad watches international TV channels and read international newspapers online

Global nomad refers to people who live a significant part of their lives in different countries

Virtual team members are exposed to multiple cultures

- Home, Distant, Global
- May hold multiple identities
- Global identity = a sense of belongingness to mankind in a global community that transcends national boundaries and cultural divisions. (Erez & Gati, 2004)

Cultural differences matters –
Cultural intelligence is a key skill



Cultural Intelligence - four dimensions



Additional reading

CQ = A person's capability to adapt as s/he interacts with others from different cultural regions

Cognitive

knowledge and nuances that can be learned from a book or personal experiences about a culture.

Metacognitive

awareness during intercultural interactions, reflection on intercultural experiences, active challenging of cultural assumptions, and regulation and adjustment when interacting with those from other cultures

The motivational

incorporates intrinsic willingness, drive, and enthusiasm to partake in cross-cultural contact and perseverance to deal with challenges of cross-cultural encounters.

The behavioral

refers to the capability to display appropriate verbal and nonverbal actions (e.g., words, tones, gestures) in different cultural contexts.

"Strength lies in
differences, not in
similarities."

Thank you!
Questions?

