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EVROPSKÁ UNIE
Evropské strukturální a investiční fondy
Operační program Výzkum, vývoj a vzdělávání

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4.2 THE NONVERBAL CODE

- Nonverbal communications convey important messages and are produced more automatically than words.

- They include body movements and gestures, touching, facial expressions and facial gazing, tone of voice, space usage, eye contact, and even smell.

- Some researchers suggest that as much as 70% of communication between people in the same language group is nonverbal.

- In cross-cultural communications, it is possible that people rely even more heavily on the nonverbal component.

- The nonverbal code often *complements, accents, substitutes, repeats* or even *contradicts* the verbal message.

Kinesics

= Body movement, including gestures, hand/arm movement, leg movement, facial expressions, eye contact/gaze, and stance/posture

- People from high-power distance cultures might show more bodily tension as a way of indicating submissiveness or deference – e.g. bowing

- Gestures

Browaeys & Price, *Understanding Cross-Cultural Management*, 2nd Edition
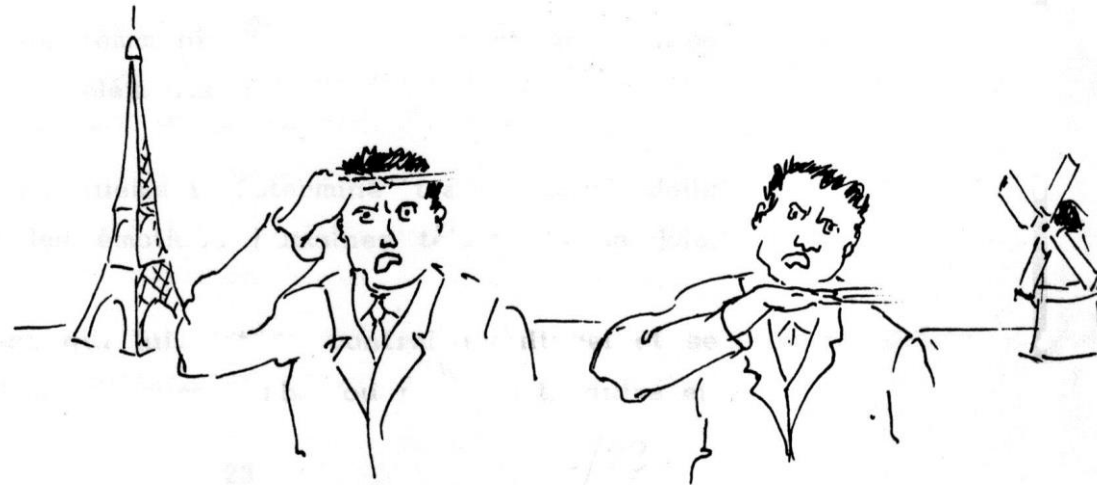
☞ Facial expression: key source of information, particularly about emotional states

▪ Six basic emotions evident in facial expressions around the world:

– anger, fear, disgust, surprise, happiness, sadness

▪ Facial expressions can function in different ways according to culture

▪ In collectivist cultures, expression of emotion in public often suppressed in order to obtain harmony

"Facial Expressions show Language Barriers, too" (ScienceDaily, Aug 13, 2009)

- People from East Asia tend to have a tougher time than those from European countries telling the difference between a face that looks fearful versus surprised, disgusted versus angry.

- Rather than scanning evenly across a face as Westerners do, Easterners fixate their attention on the eyes.

- Their data suggest that while Westerners use the whole face to convey emotion, Easterners use the eyes more and mouth less.

- A survey of Eastern versus Western emoticons certainly supports that idea.

☞ Eye contact/gaze ('Oculesics'): "The face is the mirror of the mind, and eyes without speaking confess the secrets of the heart." (St Jerome, 374-419 A.D.)

- E.g. in North America&Europe, a high level of gazing from another is typically interpreted as a sign of friendliness; avoidance of eye contact often suggests shyness, unfriendliness, or insincerity.

- E.g. Arabs, Latins, Indians, and Pakistanis maintain a significantly higher level of eye contact in normal conversation than do North Americans; Africans and East Asians interpret that as conveying anger or insubordination.

- E.g. in Japan, rather than looking a person in the eyes, one gazes downward toward the neck region.
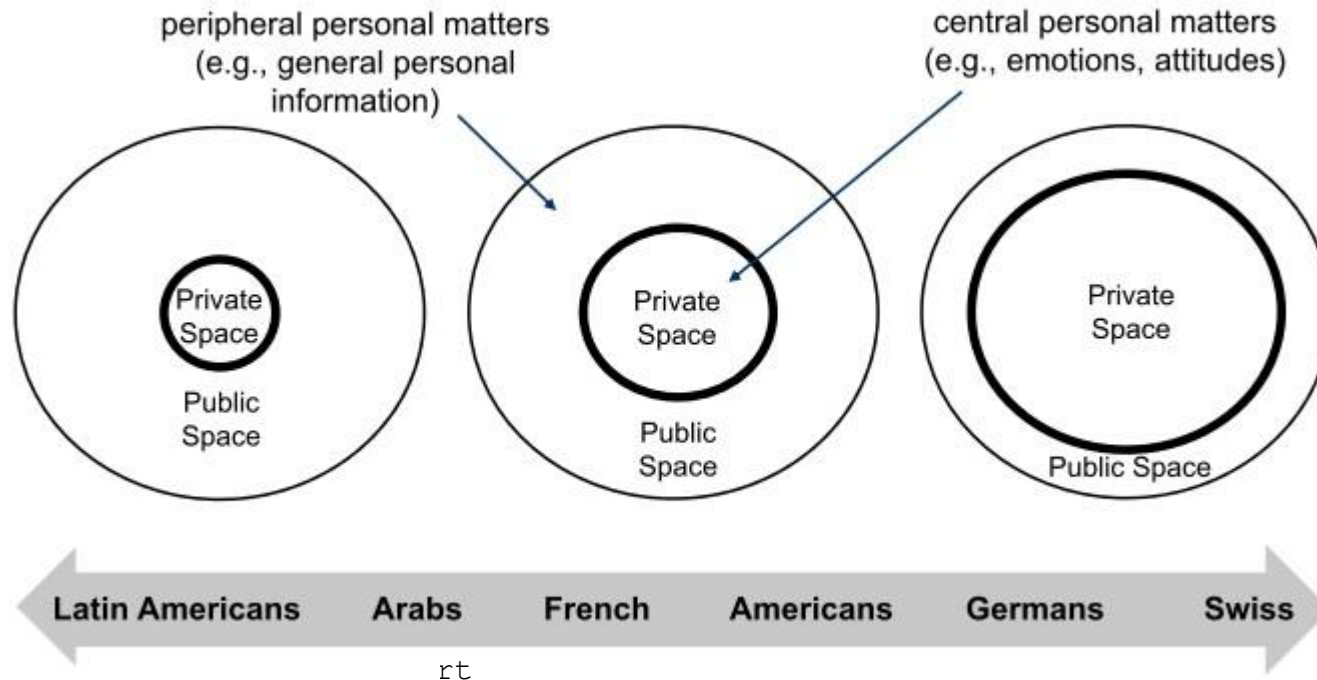
Proxemics (HALL II)

- Space (proxemics) refers to the invisible boundary around an individual that is considered "personal."

- can include an area, or objects, that have come to be considered the individual's "territory."

- can be perceived not only visually, but "by the ears, thermal space by the skin, kinesthetic space by the muscles, and olfactory space by the nose" as well (Hall 1990, p.11).
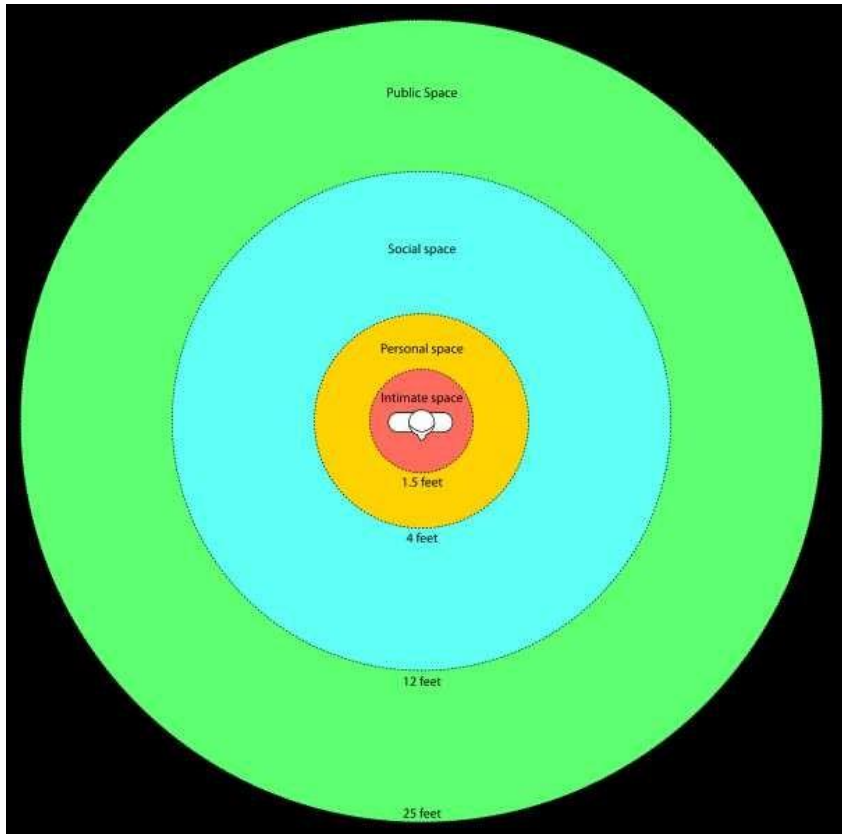
- Intimate distance for embracing, touching or whispering – 6 to 18 inches (15 to 46 cm)
- Personal distance for interactions among good friends or family members – 1.5 to 2.5 feet (46 to 76 cm) / 2.5 to 4 feet (76 to 120 cm)
- Social distance for interactions among acquaintances – 4 to 12 feet (1.2 to 3.7m)
- Public distance for public speaking 12 to 25 feet (3.7 to 7.6 m)

American sitcom

peripheral personal matters
(e.g., general personal
information)

central personal matters
(e.g., emotions, attitudes)

Private Space

Public Space

Private Space

Public Space

Private Space

Public Space

Latin Americans   Arabs   French   Americans   Germans   Swiss

rt

Ranking of personal space

- In general, people in colder climates seem to prefer larger physical distance in communication than people in warmer climates.

- Extent of zone determined by:

  – Gender, age, personality, the degree of sympathy towards the individuals concerned, the situation in which the individuals are confronted, the culture(s) involved

- Implications for the international manager: e.g. office space
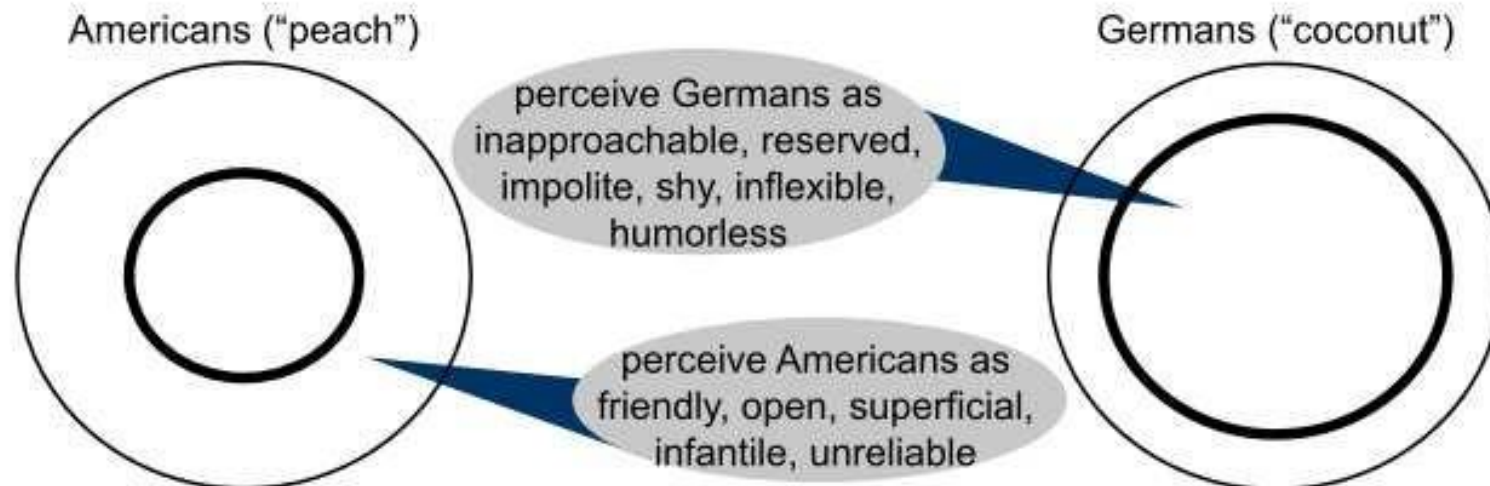
Private

- Forms of planning: individualistic or systematic.

- More task-centred.

- Explicit information about how staff are to be employed.

- Managers and employees do not share the same office.

- Explicit measures of performance.

Public

- Group-oriented or authoritative forms.

- Relationship-centred approaches.

- Implicit information.

- Size of the place where an employee works does not reflect the person's rank.

- Informal checks on performance.

People in different cultures may regard different things as private and as public

Example: Space orientation of Americans and Germans

Americans ("peach")

perceive Germans as inapproachable, reserved, impolite, shy, inflexible, humorless

perceive Americans as friendly, open, superficial, infantile, unreliable

Germans ("coconut")

- openness in peripheral personal matters (e.g. general personal information, helpfulness and hospitality) is extensive
- central personal affairs (e.g. personal problems, emotions and attitudes) are dealt with far less frankly

- peripheral personal matters are hardly enlarged on during first social contacts (typical norm: "do not be obtrusive!")
- closeness appears only after a prolonged period of getting acquainted and results in a comparatively high sincerity with regard to central personal affairs

Chronemics (HALL III)

- M-time, or monochronic time, typifies most North Americans, Swiss, Germans, and Scandinavians

- Most low-context cultures operate on M-time concentrating on one thing at a time

- P-time, or polychronic time, is more dominant in high-context cultures

- P-time is characterized by multi-tasking and by "a great involvement with people"

You work most effectively in an organization when:

A   B   C   D   E
| |

You are seldom   You are con-
interrupted by   stantly interact-
and rarely inter-   ing with and
act with other   interrupted for
employees.   discussions by
                                      other employees.

Your business presentation style tends to be:

A   B   C   D   E
| |

Orderly, sequential,   Flexible, spontane-
and logical.   ous, and adaptable.

The most successful business ventures are dependent upon:

A   B   C   D   E
| |

An in-depth analysis   The people involved
and thorough discus-   and their ability to
sion of all informa-   work together effec-
tion relevant to the   tively.
transaction.

Consider: An 8:00 meeting

Canadian sales rep seeks to make an 8:00 appointment with a prospective Brazilian buyer.

She assumes the buyer understands that 8:00 means 8:00 sharp (monochronic time), and that buyer agrees to meet at this time.

Brazilian buyer agrees to the meeting, but he assumes that 8:00 is only an approximate time of arrival, and might change in response to other pressing issues (polychronic time).

He assumes his Canadian counterpart also understands that the agreed upon time is only a rough estimate.

Results: Each party has a different logic about the situation; each has different assumptions.

At least one—and possibly both parties—risk being disappointed or frustrated when they meet, leading possibly to a poor business outcome.

Steers et al. (2013). Management across Cultures.

"A Malaysian businesswoman flew to the USA for an important conference scheduled for 10:00am on a Monday. She arrived in Boston late that Sunday evening, had trouble falling asleep because of jet lag, and overslept a little the next morning.

That Monday the Malay lady had difficulty finding the meeting location in her rental car, got lost and finally arrived well after lunch – four hours late for her meeting. The Americans she was supposed to meet came out of the conference room to tell her, 'Oh sorry, right now we're in the middle of our afternoon meeting. And our calendar is kind of full this week … Well let's see, can you make it for Monday of next week?' But since she had to be back in Kuala Lumpur by that date (the) Malay lady was never able to reschedule that important meeting."

After this experience she understood how "the meaning of 'a little late' differs according to whether you are in a monochronic or polychronic culture: ' So there I was in Boston, having flown halfway around the world just for that meeting. And those people did not even have the common decency to rearrange their schedule for a foreign visitor who was a little late. Can you believe it?'" (Storti 2007)

Different perceptions of time are an important element of extra-verbal communication (Chronemics - HALL)

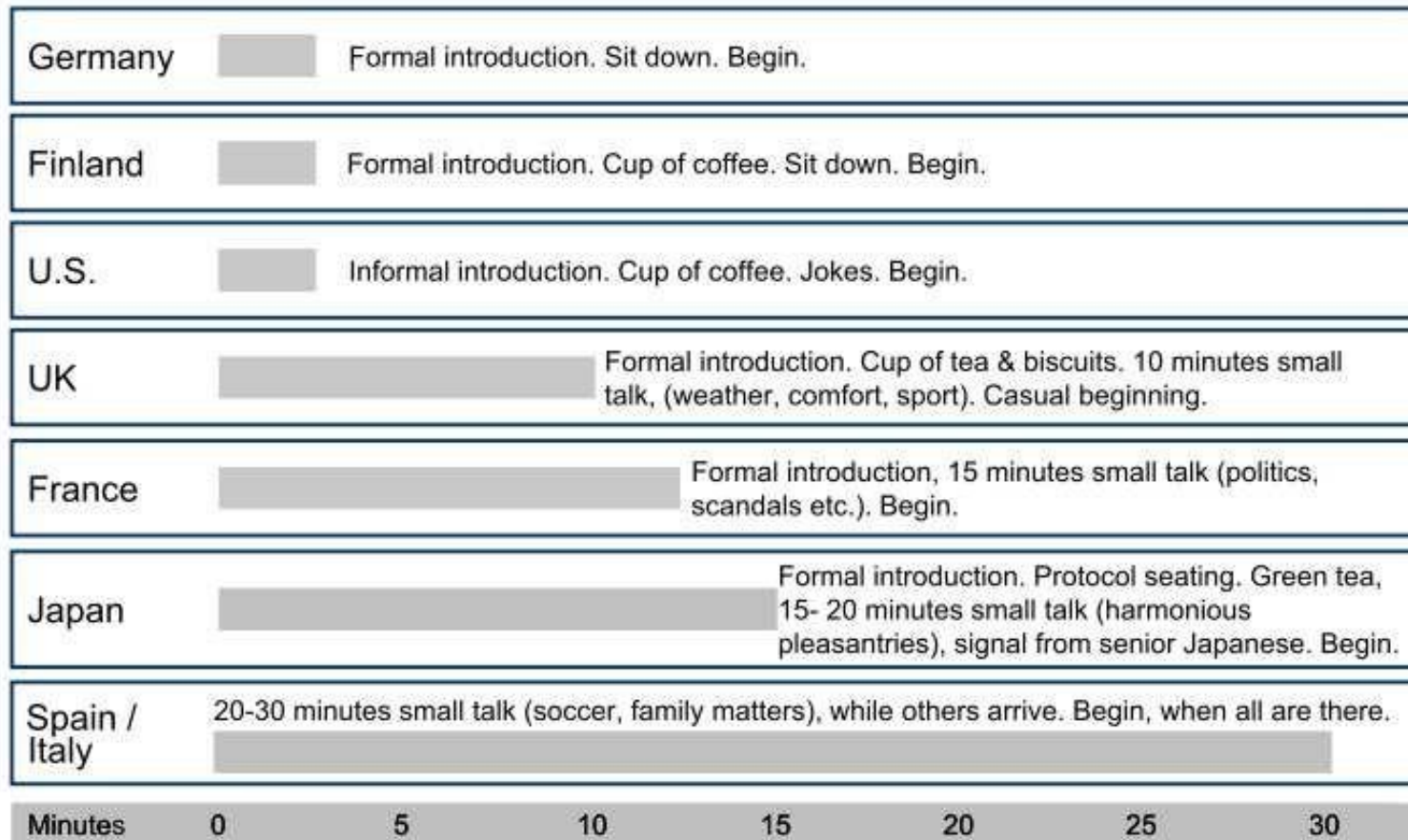Typical beginnings of a meeting in different cultures

Culture		Description
Germany		Formal introduction. Sit down. Begin.
Finland		Formal introduction. Cup of coffee. Sit down. Begin.
U.S.		Informal introduction. Cup of coffee. Jokes. Begin.
UK		Formal introduction. Cup of tea & biscuits. 10 minutes small talk, (weather, comfort, sport). Casual beginning.
France		Formal introduction, 15 minutes small talk (politics, scandals etc.). Begin.
Japan		Formal introduction. Protocol seating. Green tea, 15- 20 minutes small talk (harmonious pleasantries), signal from senior Japanese. Begin.
Spain / Italy		20-30 minutes small talk (soccer, family matters), while others arrive. Begin, when all are there.

| Minutes | 0 | 5 | 10 | 15 | 20 | 25 | 30 |

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Exhibit 5.3
Speed Is Relative

Rank of 31 countries for overall pace of life [combination of three measures: (1) minutes downtown pedestrians take to walk 60 feet, (2) minutes it takes a postal clerk to complete a stamp-purchase transaction, and (3) accuracy in minutes of public clocks].

Source: Robert Levine, "The Pace of Life in 31 Countries," *American Demographics*, 19/11, 1997, pp. 20–29. Copyright 1997, American Demographics, a PRIMEDIA company. All rights reserved.
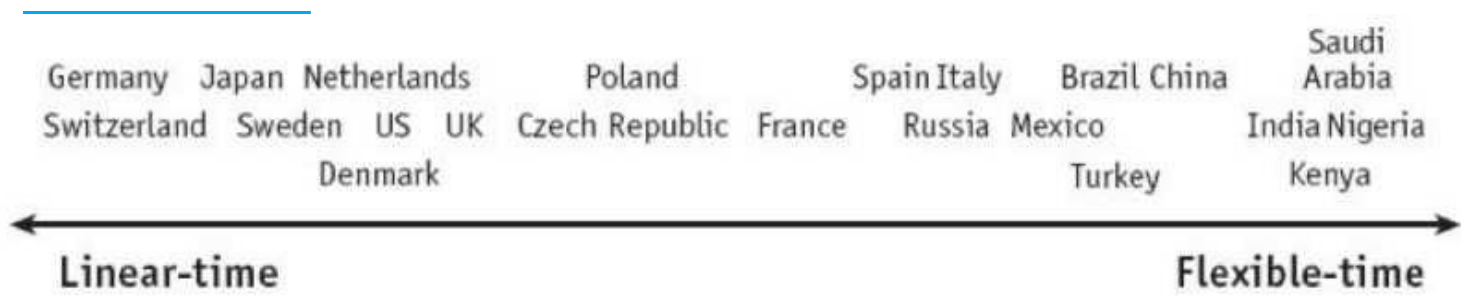
Overall Pace	Country	Walking 60 Feet	Postal Service	Public Clocks
1	Switzerland	3	2	1
2	Ireland	1	3	11
3	Germany	5	1	8
4	Japan	7	4	6
5	Italy	10	12	2
6	England	4	9	13
7	Sweden	13	5	7
8	Austria	23	8	9
9	Netherlands	2	14	25
10	Hong Kong	14	6	14
11	France	8	18	10
12	Poland	12	15	8
13	Costa Rica	16	10	15
14	Taiwan	18	7	21
15	Singapore	25	11	4
16	United States	6	23	20
17	Canada	11	21	22
18	South Korea	20	20	16
19	Hungary	19	19	18
20	Czech Republic	21	17	23
21	Greece	14	13	29
22	Kenya	9	30	24
23	China	24	25	12
24	Bulgaria	27	22	17
25	Romania	30	29	5
26	Jordan	28	27	19
27	Syria	29	28	27
28	El Salvador	22	16	31
29	Brazil	31	24	28
30	Indonesia	26	26	30
31	Mexico	17	31	26

Cateora, P.; Graham, J. (2005)

Monochronic cultures

- Making schedules

- Linear and task-focused

- Concerns focused on shorter term

- Distribution of detailed information

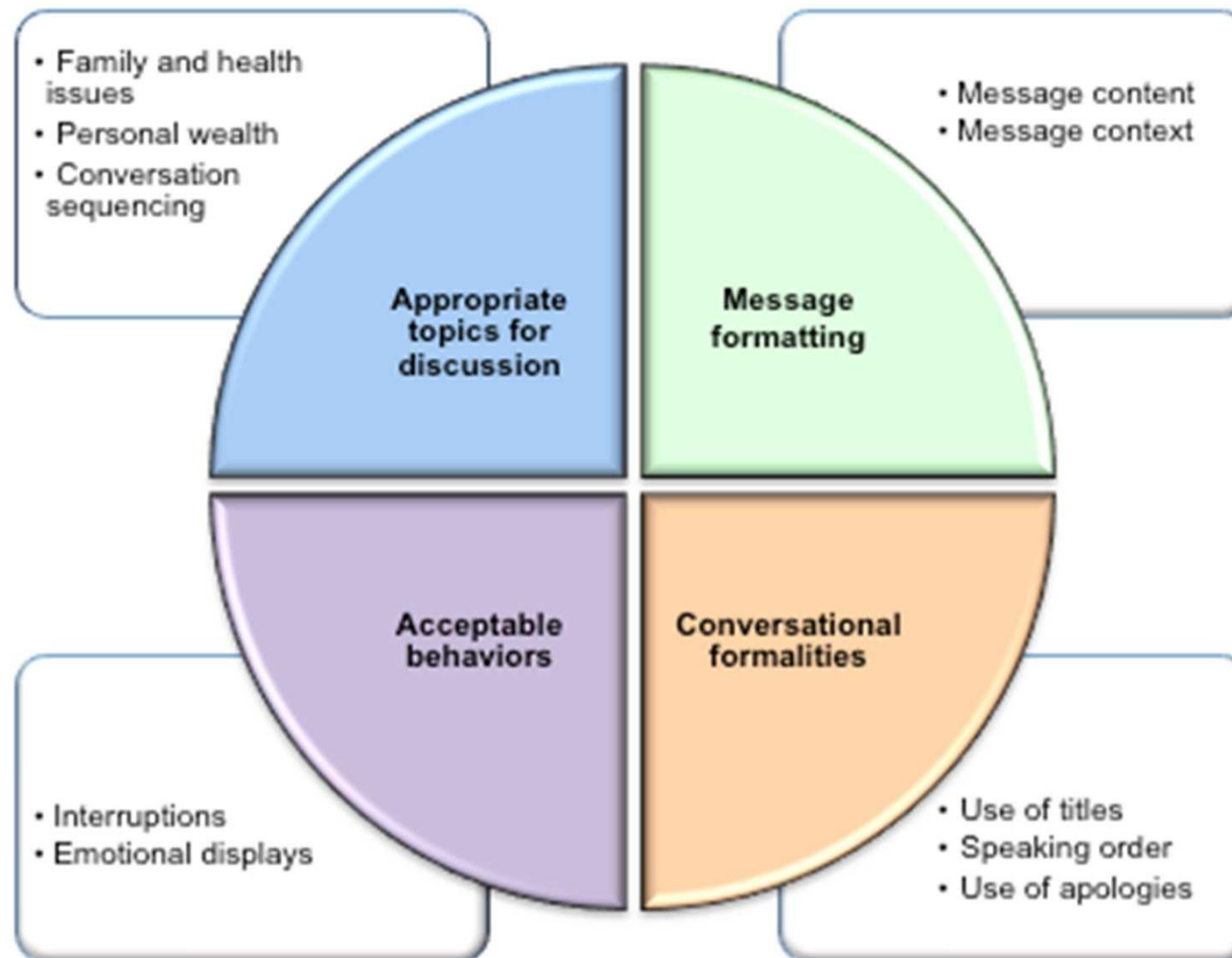- Use control systems and strict deadlines

Polychronic cultures

- Relationship in planning

- More holistic and people-focused

- Focus on longer term

- Sharing of implicit knowledge/information

- Flexible control systems involving people

Germany Japan Netherlands   Poland   Spain Italy   Brazil China   Saudi
                                                                                    Arabia
Switzerland Sweden US   UK Czech Republic France   Russia Mexico   India Nigeria
                Denmark   Turkey   Kenya

Linear-time   Flexible-time

Meyer (2014)

Culturally mediated communication protocols

Chromatics

= the use of colour to communicate messages

e.g.

black – mourning

in some parts of India: white

white – marriage (bride)
in Hong Kong: red

light colour – shampoos (sign of cleanliness&hygiene)

Asia: dark colour (the soap the same colour like their hair)

	UK	USA	CHINA	INDIA	EGYPT	FRANCE	JAPAN
RED	danger love stop	danger love stop	good fortune luck joy	luck fury masculine	death	aristocracy	anger danger
ORANGE	calm	confident dependable corporate	fortune luck joy	mourning disgust chilling	virtue faith truth	freedom peace	future youth energy
YELLOW	coward joy hope	coward joy hope	wealth earth royal	celebration	mourning	temporary	grace nobility
GREEN	spring environment go	spring money new	health prosperity harmony	romance new harvest	happiness prosperity	fertility strength	eternal life
BLUE	calming loyalty	confident dependability corporate	heavenly clouds	mourning disgust chilling	virtue faith truth	freedom peace	villiany
PURPLE	royalty	royalty imagination	royalty	unhappiness	virtue	freedom peace	wealth
BLACK	funeral death mourning	funeral death evil	heaven neutral high quality	evil			death evil
WHITE	purity chastity holiness	purity peace holy	mourning	fun serenity harmony	joy	neutraility	purity holiness

Cross-cultural Communication across Dimensions

Individualism vs. Collectivism

- More distant proximally
- Smile more

- More distant psychologically but close proximally
- Suppress affect displays
- More synchronized body movements

Power Distance and Nonverbal Communication

Low power distance cultures are less aware of vocalics (volume, intensity).

High power distance cultures avert eye contact more to show respect.

Context and Nonverbal Communication

Low-context cultures are more direct and talkative.

High-context cultures pay more attention to nonverbal behavior in interactions.

Channels of Business Communication

Mode	Description	Examples
Oral communication	**Communications transmitted through speech**	Personal conversations, speeches, meetings, telephone conversations, conference calls, and video tele-conferences (synchronic)
Written communication	**Communications transmitted through writing**	E-mails (asynchronic), letters, memos, faxes, formal reports, news releases
Formal communication	**Communications transmitted through the chain of command within an organization to other members or to people outside the organization**	Internal memos, reports, meetings, written proposals, oral presentations, meeting minutes; external letters, written proposals, oral presentations, speeches, news releases, press conferences
Informal communication	**Communications transmitted outside formally authorized channels without regard for the organization's hierarchy of authority**	Rumours, chats with colleagues in the hallways or during lunch or coffee breaks
Verbal communication	**Communication transmitted in the forms of words**	Meetings, voice mail, telephone conversations, internet forums (asynchronic) and chat (synchronic)
Nonverbal communication	**Communication transmitted through actions and behaviour rather than through words**	Communication transmitted through actions and behaviour rather than through words

Individualist vs collectivist culture

- 'Individualist' business A approaches 'collectivist' business B with direct, detailed proposal

- For business A, speed and efficiency are key factors in communication

- B decides not to respond directly in writing

- B requests a face-to-face meeting instead to establish a good relationship before going into detail

- In B's eyes, speed and efficiency are less important than establishing trust and confidence

- B uses the oral mode to set the conditions for cooperation

- B then uses the written mode once relationships established are scrupulously maintained

Cultural differences also affect preferred email communication styles

E-Mail communication styles according to Holtbrügge, Weldon & Rogers (2013)
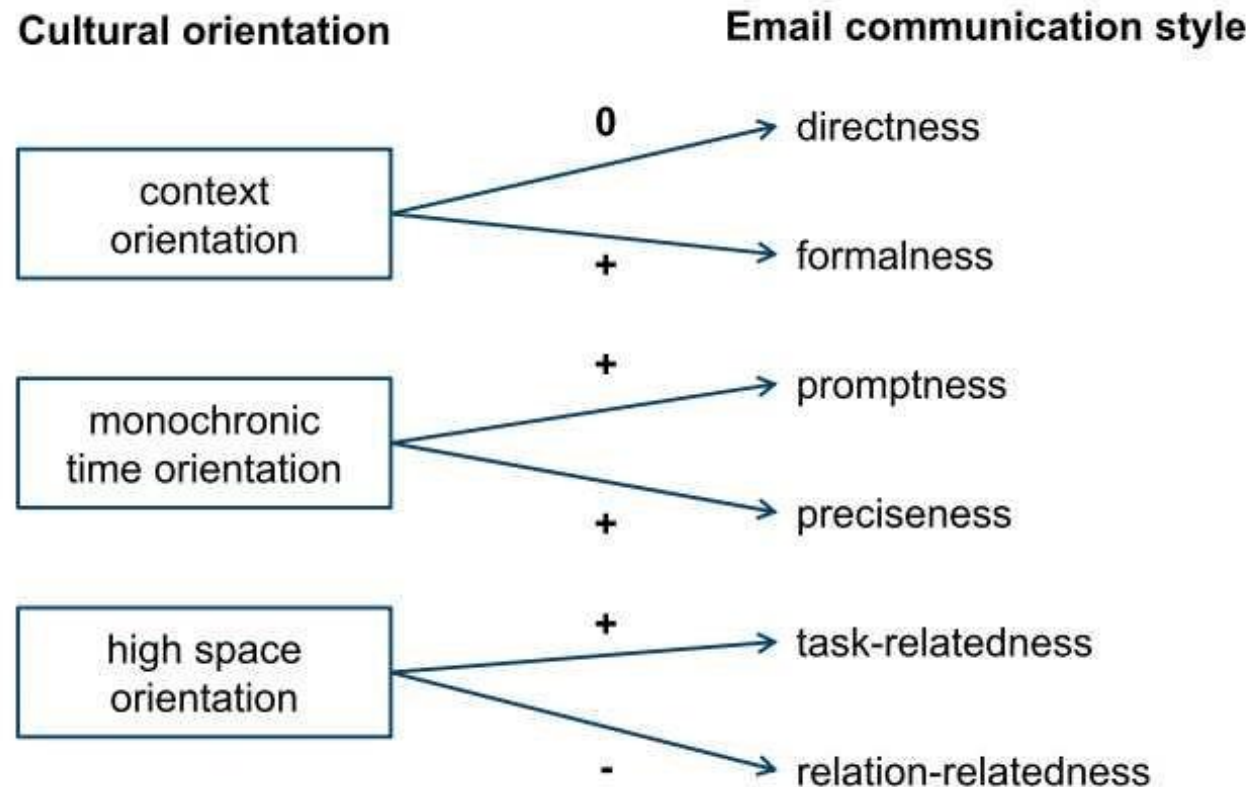
Direction of effect: + = positive, - = negative, 0 = no significant effect

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Pitfalls when using e-mail cross-culturally

- Problems of comprehension (inaccurate language and poorly structured text)

- Cultural issues which can lead to misunderstanding and even antagonism

  - Recipient considers style too formal, not explicit

  - Recipient considers e-mail too informal

- In either case, no facial expressions to mitigate or clarify messages given.

- Guidelines given earlier also work virtually (e.g. using simple language, avoiding jargon and jokes).

Styles in scientific communication differ across countries

Saxonic and teutonic style (according to Galtung)

Saxonic style

"The US professor at a graduate seminar would do his very best to find even in the most dismal performance that little nugget which, when polished, might produce a credible shine. He will tend to brush aside all the other things, go straight for it and bring it forth: 'I really think you had a point there!'"

'I greatly enjoyed listening to Mr. X's presentation, admiring his mastery of the facts of the case as well as his war of marshalling the facts together, but …'

Teutonic style

"The discussants will go straight for the weakest point. That weakest point will be fished out of the pond of words, brought into the clearest sunlight for display, so as to leave no doubt, and for dissection, which is done with considerable agility and talent. Probably most of the debate will be devoted to such aspects, and there will be few if any soothing comments towards the end to put the defendant together as a human being; no attempt will be made to mop up the blood and put wounded egos together."

'You have not mentioned that …'

☞ In heaven

- humorists are …

- chefs are …

- lovers are …

- mechanicians are …

and all is organised by the

…

Brits, Germans, Swiss,
    Italians, French

☞ In hell

– humorists are …

– chefs are …

– lovers are …

– mechanicians are …

and all is organised by the

…

4.3 STEREOTYPES

"Whether favorable or unfavorable, a stereotype is an exaggerated belief associated with a category. Its function is to justify (rationalize) our conduct in relation to that category." (Allport, G.W.)

- Categorization—grouping, sorting, or classifying objects, events, or living things into identifiable groups or compartments.

- Stereotypes are fixed, rigid ideas.

- Stereotypes are over-generalizations or over-simplification about a category.

- Stereotypes are not supported by reasonable/factual evidence.

- Stereotypes are driven by motives such as fear, rationalization and/or prejudice.

about 1725 Vienna, Museum für Volkskunde

names	Spaniards	French	Russians	Turks or Greeks
manner	arrogant	care-less	evil	like April weather
nature	wonderful	friendly talkative	really Hungarian	liars
mind	clever& wise	Careful	nothing	stupid
character	manly	childish	very rude	gentle

ONCE

IN A

A LIFE TIME

BIRD

IN THE

THE HAND

ONCE

IN A

A LIFE TIME

BIRD

IN THE

THE HAND

What can one do in order to avoid the negative consequences of stereotypes?

- Be aware that all people think in stereotypes

- Detect your own ones

- Stay precise instead of generalizing

- Describe instead of judge

- Stay open for revisions and modifications

Caveats and Cautions

- *Stereotyping*: assumes that all people within one culture behave, believe, feel, and act the same.

Product Stereotypes

- Product-specific stereotypes that associate the country of origin as a certification of quality.

- Examples of strong product-country stereotypes:
  - French perfume
  - Kenyan coffee
  - Chinese silk
  - Italian Olive Oil

Service Stereotypes

- Product-specific stereotypes that associate the country of origin as a certification of quality.

- Example of service-country stereotype:

  French waiters have been
  unfairly associated with
  poor service; in this
  photograph, a French
  waiter delivers beer with
  a smile on the Champs Elysées.

Caveats and Cautions

- *Stereotyping*: assumes that all people within one culture behave, believe, feel, and act the same.

- *Ethnocentrism*: occurs when people from one culture believe that theirs are the only correct norms, values, and beliefs.

Ethnocentrism

- The belief that purchasing foreign products hurts the local economy by causing loss of jobs, and that it is morally wrong and unpatriotic.

- Leads to the rejection of foreign products.

  To market to ethnocentric consumers, companies may present the product as a local offering.
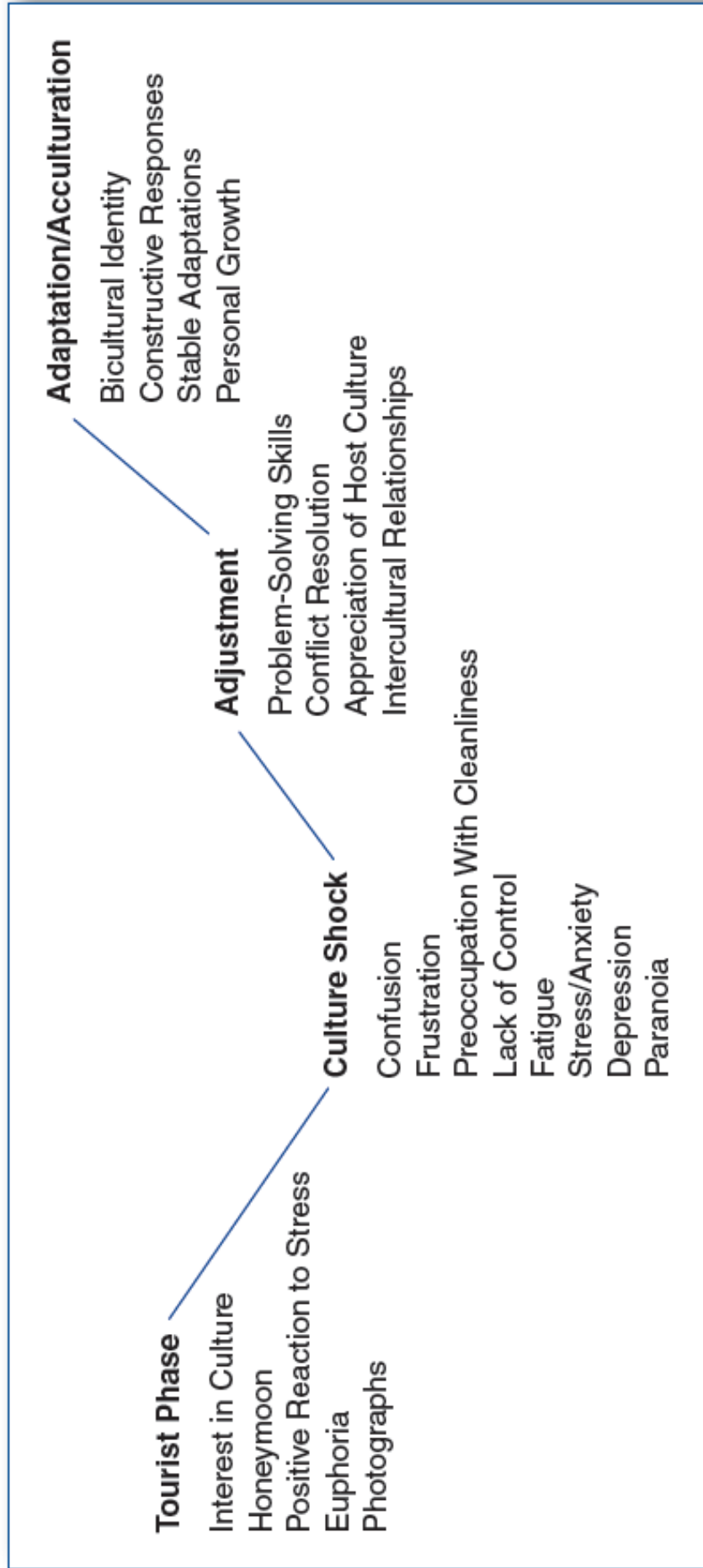
Caveats and Cautions

- *Stereotyping*: assumes that all people within one culture behave, believe, feel, and act the same.

- *Ethnocentrism*: occurs when people from one culture believe that theirs are the only correct norms, values, and beliefs.

- *Cultural relativism*: all cultures, no matter how different, are correct and moral for the people of those cultures.

- *Cultural Intelligence*: ability to interact effectively in multiple cultures [week#4]
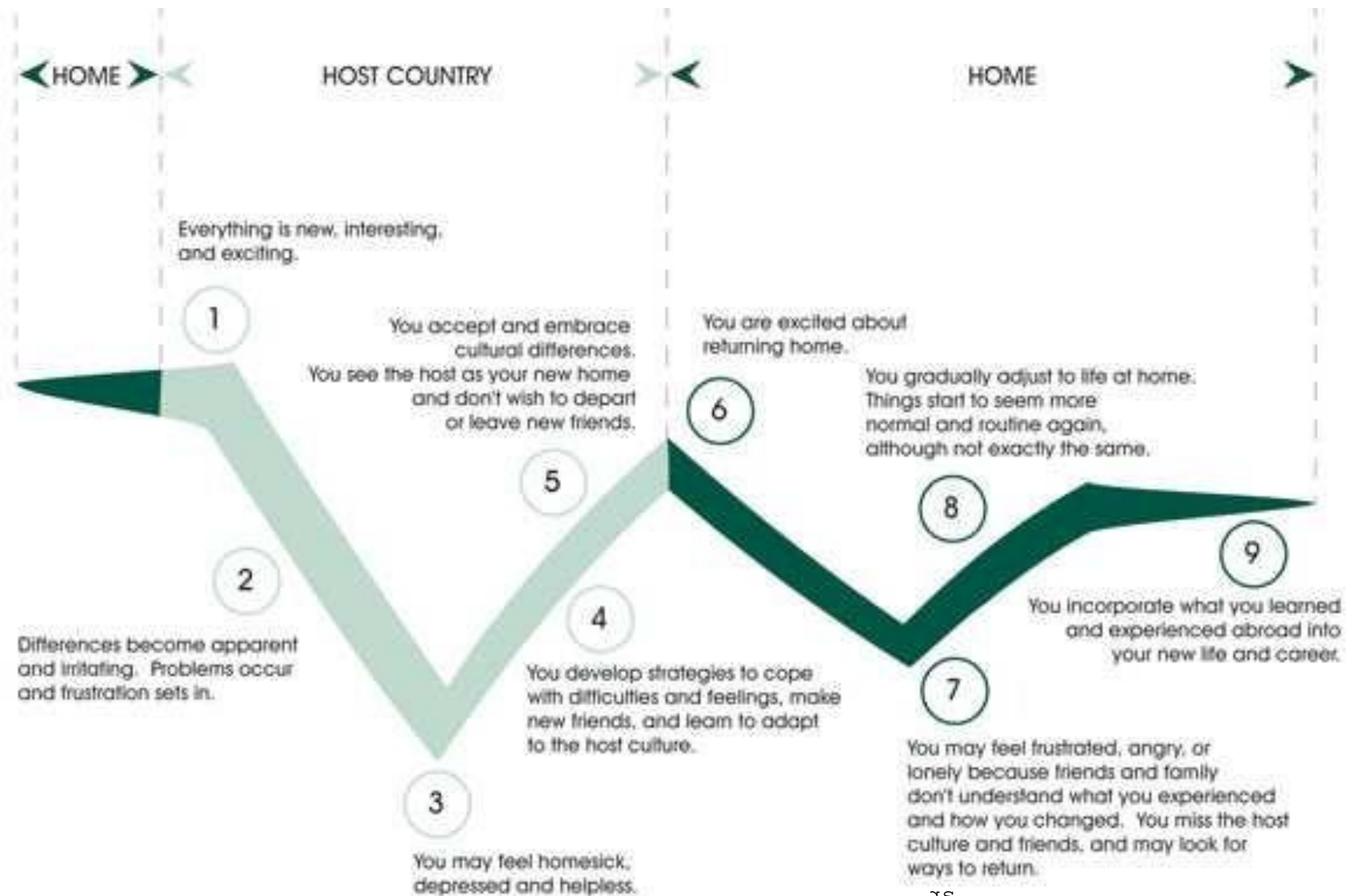
4.4 CULTURE SHOCK

The effects associated with the tension and anxiety of entering a new culture, combined with the sensations of loss, confusion, and powerlessness resulting from the forfeiture of cultural norms and social rituals.

Figure 12.3 Stages of Culture Shock

Tourist Phase

Interest in Culture
Honeymoon
Positive Reaction to Stress
Euphoria
Photographs

Culture Shock

Confusion
Frustration
Preoccupation With Cleanliness
Lack of Control
Fatigue
Stress/Anxiety
Depression
Paranoia

Adjustment

Problem-Solving Skills
Conflict Resolution
Appreciation of Host Culture
Intercultural Relationships

Adaptation/Acculturation

Bicultural Identity
Constructive Responses
Stable Adaptations
Personal Growth

Source: Steers et al. (2013), p 154

"W" curve

Manager's notebook: Strategies for communicating across cultures

(1) Expand knowledge and understanding of cultural dynamics

- Develop a greater understanding of your own culture and its common communication patterns.
- Develop in-depth knowledge of the beliefs, values, and behavioral expectations of other key cultures.
- Expand relevant foreign-language skills for both increased understanding and improved communication.
- Seek advice from local cultural experts, when appropriate.

(2) Recalibrate perceptual and critical analysis skills

- Examine your own reasoning, as well as the reasoning of others
- Explore the assumptions you make about others.
- Use your expanded cultural knowledge to view situations through the eyes of others.
- Look for subtleties and nuances in interpersonal interactions that explain what others are thinking.
- Seek to understand the "whys?," not just the "whats?," in the comments and behaviors of others.

(3) Enhance behavioral repertoire of applied communication

- Broaden your message-formatting skills, including nonverbal communication skills.
- Develop country-specific knowledge of appropriate topics, formalities, and behaviors.
- Develop your active listening skills, with particular attention to common communication failures across cultures and possible resolution strategies.

Steers et al. (2016). Management across cultures. p 173