



THE CULTURE MAP:

Effective Communication Through the Invisible Boundaries of
Global Business



Dr. Ying Ying Liu



yingyingliu@mac.com



www.yourculturalmap.com

WHY 为什么？



小组讨论：

1. 为什么我们要讨论跨文化沟通这个课题？
2. 你都经历过什么样的跨文化沟通挑战？
3. 这个课题会如何影响你所在的团队合作？



小剧场

你看到了什麼？

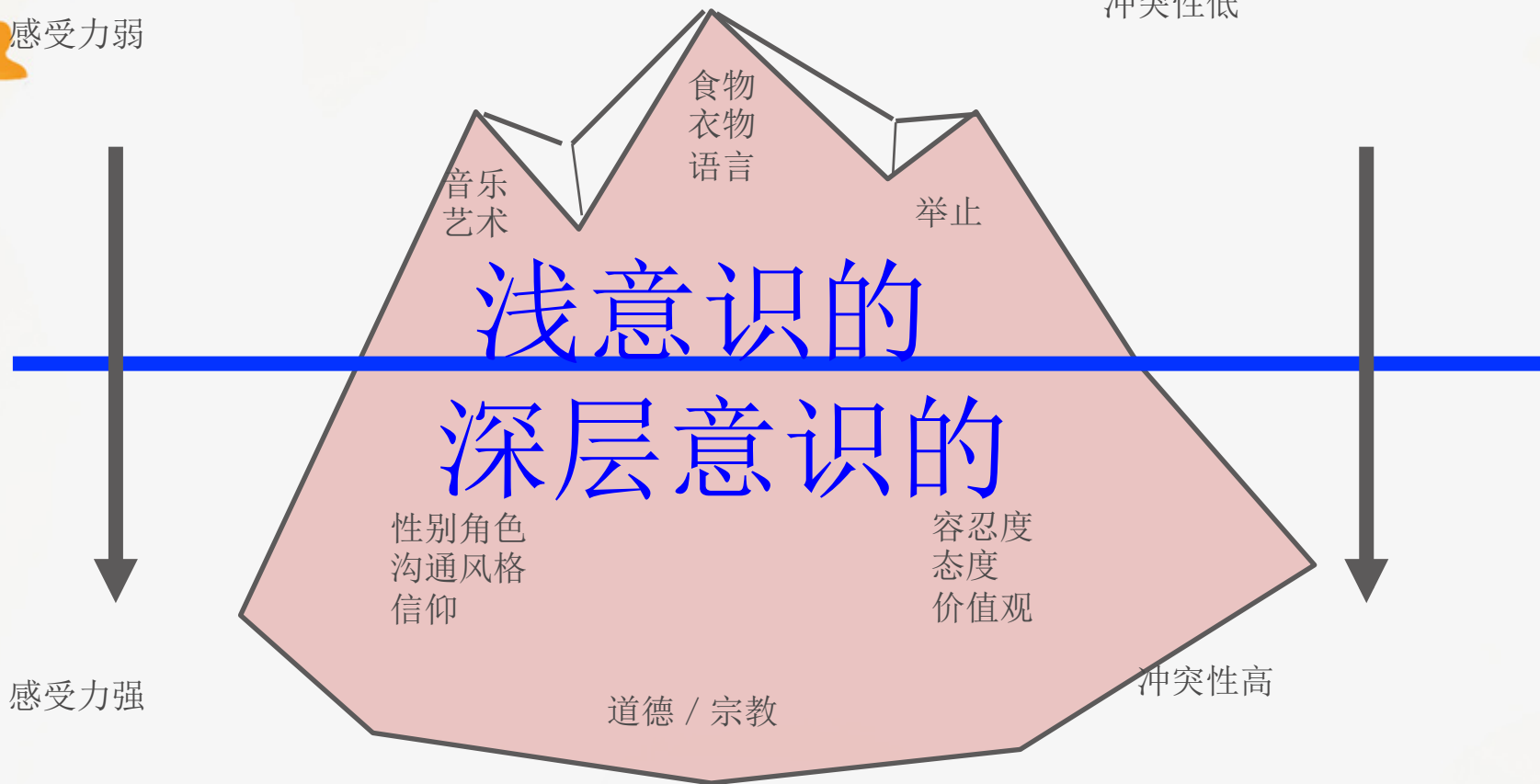


文化冰山



感受力弱

冲突性低

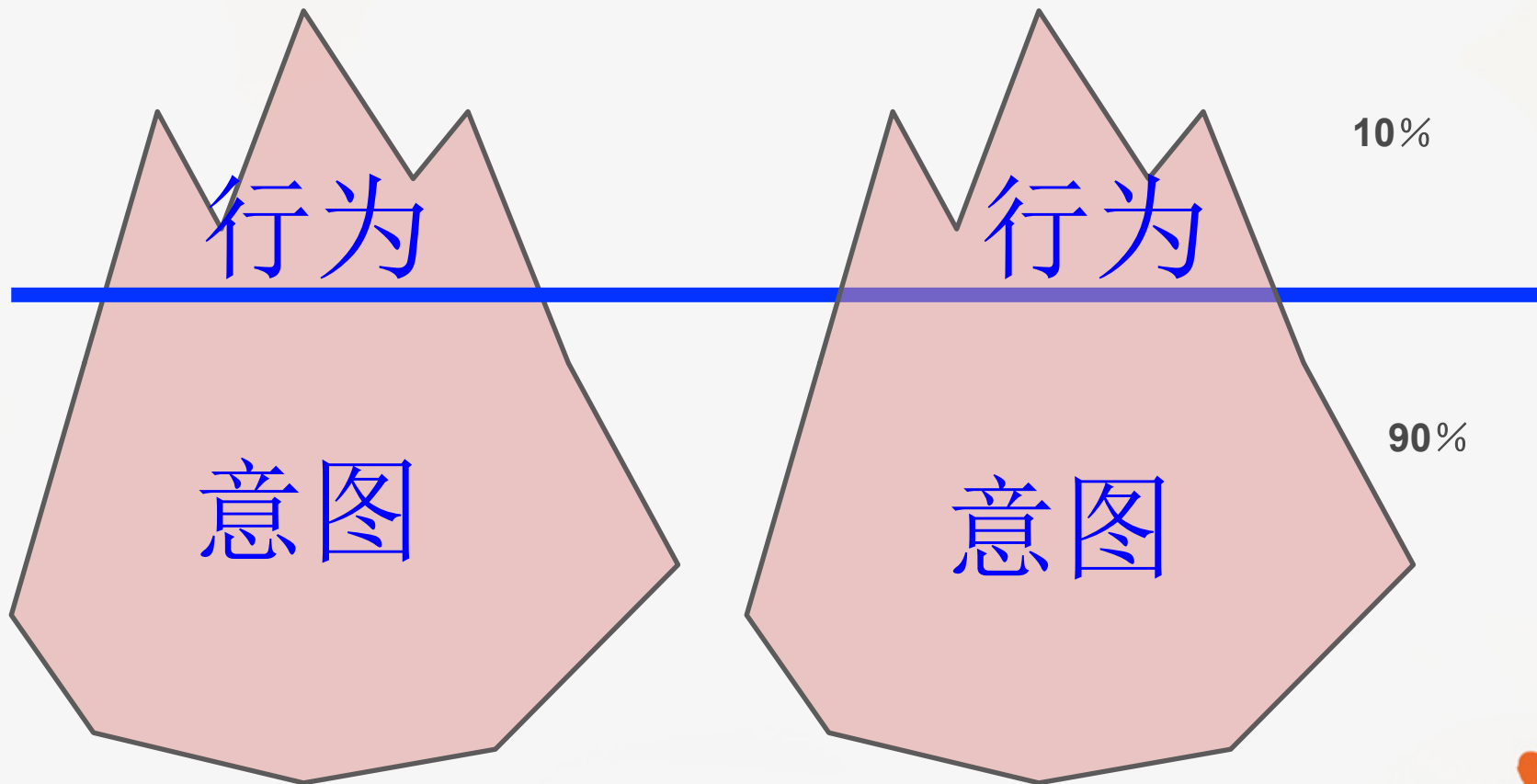


感受力强

冲突性高




“地铁上的故事” “洗碗的故事”



我们在评判别人时是根据他们的行为，而评判自己时是根据我们的意图

A Working Definition of Culture

一个文化定义



“The collective programming of the human mind, obtained in the course of life, which is common to the members of one group as opposed to another...”

文化是同一种生活背景的人们具有的综合思维方式， 每一个群体都有特定的文化背景。

– Dr. G. Hofstede 郝富施泰德



画你的冰山 Draw your own iceberg

- 冰山下面写5个对你最重要的价值
- Put 5 most important values at the bottom of the iceberg
- 冰上上面写跟着5个冰山相应的行为
- Put corresponding behaviors at the top of the iceberg
- 跟一两个其他人探讨你们的相似之处和差异
- Compare with one or two people to understand similarities and differences

画你们企业的冰山

- 在小组里，画你们企业的冰山
- 冰山下写上5个最重要的价值
- 冰山上写跟这5个价值相应的行为

What have you learned so far?

- 你到现在为止都学到了什么关键点？

打牌 5 Tricks simulation

- Game
- Debrief



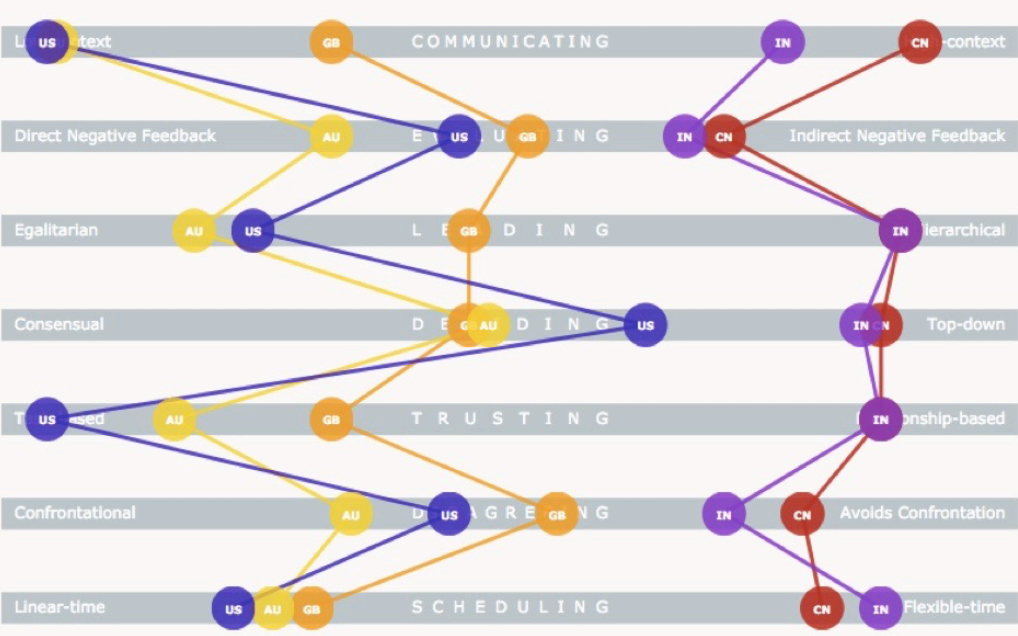
The Culture Map 介绍文化地图

LOW CONTEXT低语境	COMMUNICATING 沟通	HIGH CONTEXT高语境
DIRECT 直接	EVALUATING	INDIRECT含蓄
EGALITARIAN 平等	LEADING领导	HIERARCHICAL尊卑
CONSENSUAL达成共识	DECIDING	TOP DOWN至上而下
TASK BASED 任务导向	TRUSTING信任	RELATIONSHIP BASED 关系导向
CONFRONTATIONAL抗争	DISAGREEING	AVOIDS CONFRONTATION不抗争
LINEAR TIME 直线形时间	SCHEDULING	FLEXIBLE TIME灵活时间
PRINCIPLES FIRST先理论	PERSUADING	APPLICATIONS FIRST先实践

the CULTURE MAP

Select Cultures to Map Read Descriptions of Culture Map Dimensions

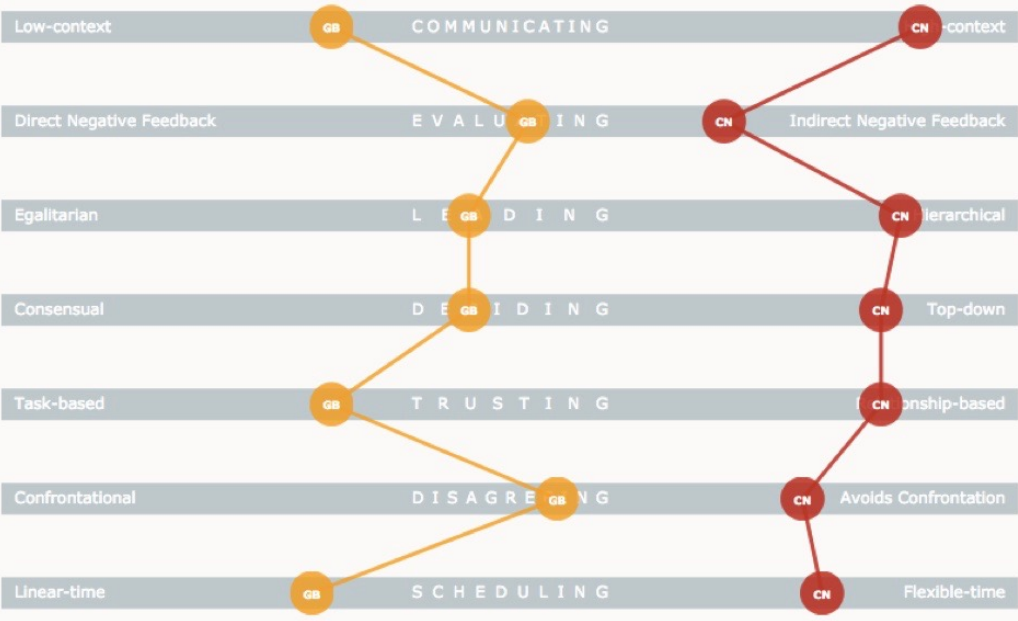
China UK Australia United States India



the CULTURE MAP

▼ Select Cultures to Map Read Descriptions of Culture Map Dimensions

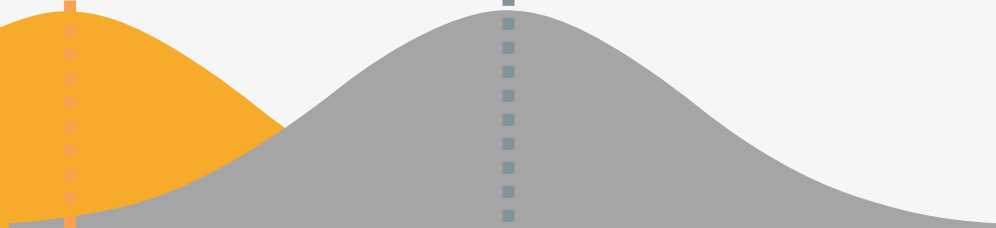
● China ● UK





China
中国

UK
英国



EXTREME A

EXTREME B





Australia Range 澳大利亚范围

US Range 美国范围

India Range 印度范围

Low Context

Communication

High Context





COMMUNICATING

沟通



LOW CONTEXT低语境

COMMUNICATING
沟通

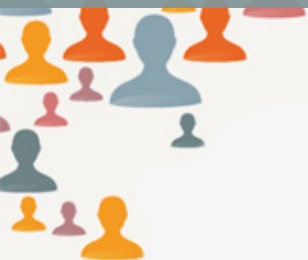
HIGH CONTEXT高语境

Explicit 明确的
Simple 简单
Clear 清楚

Implicit 含蓄的
Layered 多层次
Nuanced 细致入微



For global team work 给国际团队协作的提示



- a) When forming the team spend time at the beginning developing low context processes. More verbal recaps. More written recaps. Focus on explicit, simple communication.
- b) Build repetition and verbal/written clarification into the work process at the beginning.
- c) Everyone can help their global teams understand the reasons behind the style of their counterparts.



When working with low context cultures: 跟低语境文化协作的时候的几个提示



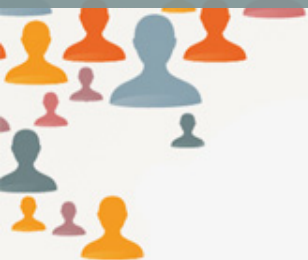
The quality of your communication is judged based on how clear you are:



- a) At the end of a phone call or meeting recap next steps/ action items
- b) Feel free to again recap in writing
- c) Presentations: tell them what you are going to tell them, tell them, etc.



When working with high context cultures: 跟高语境文化协作时的提示



- a) Ask for clarification frequently.
- b) Repeat yourself less (both verbally and in writing).
- c) Use a “cultural bridge” who can help you pick up the messages between the lines.
- d) Work on increasing your ability to “read the air”.





TRUSTING 信任

信任的方程式？ What is the Trust Equation?

- 我们衡量信任的文化镜头？回到冰山看一看

Do we evaluate Trust through our cultural lenses? Back to the iceberg. When we say a word, do we mean the same thing?

- My Singapore Colleague and her English Husband
- What is the Trust equation?

We had 2 weeks of meetings in China to explore a potential JV. At the beginning we had difficulty getting the information we needed. There was a feeling the Chinese counterparts were not willing to cooperate.

After the first week we discussed our frustrations with our Chinese consultant. He told us our approach was wrong. We were going too fast. We argued back that we had been very detailed, open, and patient. The consultant said “It is not a problem of how you are approaching them from a business perspective but of the relationship perspective. You are not going to get what you want unless you develop “Guanxi” with them.”

Reflection questions:

What does the Chinese consultant mean?

What steps do you suggest the UK team take to improve their chances of success?

We then took the consultants advice and invited the Chinese counterparts for a dinner over the weekend with the presence of various hierarchical levels from their organization. It was an excellent dinner during which we had time to socialize. We toasted several times in sign of our respect for them. In addition we emphasized how glad we were to be there with them and to begin a long term relationship.

We re-started the meetings the following Monday and the Chinese willingness to cooperate had changed completely. They were now very enthusiastic and we began to work well as a team. We were then able to satisfactorily accomplish our work week two.





TASK-BASED
任务导向

TRUSTING
信任

RELATIONSHIP-BASED
关系导向





Email

Phone

Skype

F2F Mtg

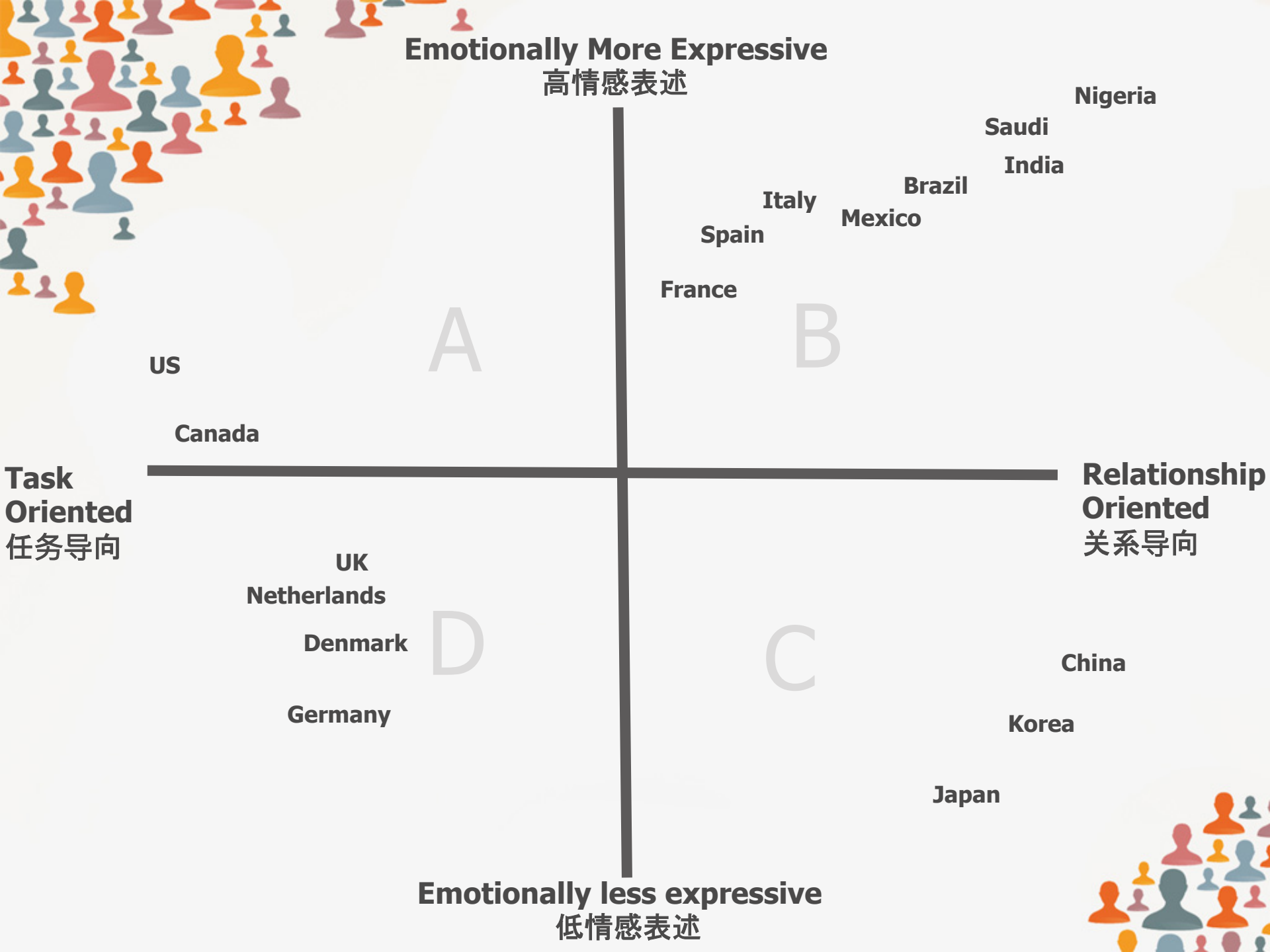
F2F Social

TASK-BASED
任务导向

TRUSTING
信任

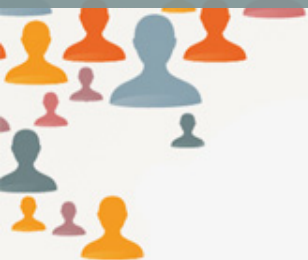
RELATIONSHIP-BASED
关系导向





Strategies for working with relationship-oriented cultures

跟关系导向的文化协作时的提示

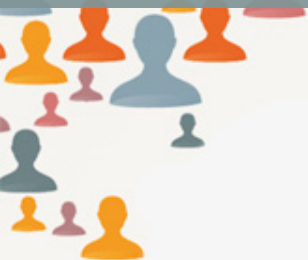


- Invest significantly more time building relationships when working globally. More lunches, dinners, coffee, drinks. More time spent not talking about work.
- Practice exposing yourself more than you are used to and working on blending your personal self with your professional self. Seek to build deeper friendships than you might be used to doing at work.
- Use more non-work talk to pad your emails and telephone calls.



Strategies for working with task-orient cultures

跟任务导向协作时的提示



- Get down to business. Try shorter lunches, less non-work related talk.
- Be friendly but efficient. Keep scheduling tight.
- Or explain why you want to invest the time – (“in order for me to work with someone well I need to spend time to know them. . .”).





Leading
领导



LOW POWER DISTANCE
低权力距离

LEADING
领导

HIGH POWER DISTANCE
高权力距离

Egalitarian
平等

Hierarchical
等级



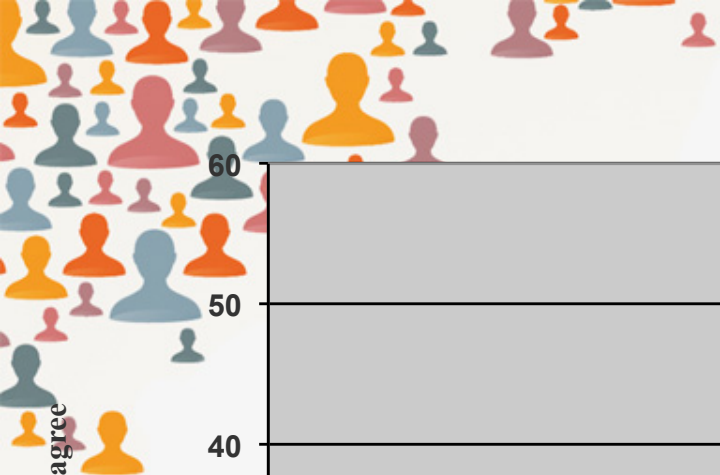


Is it important for a manager to have at hand precise answers to most of the questions that subordinates may raise about their work?

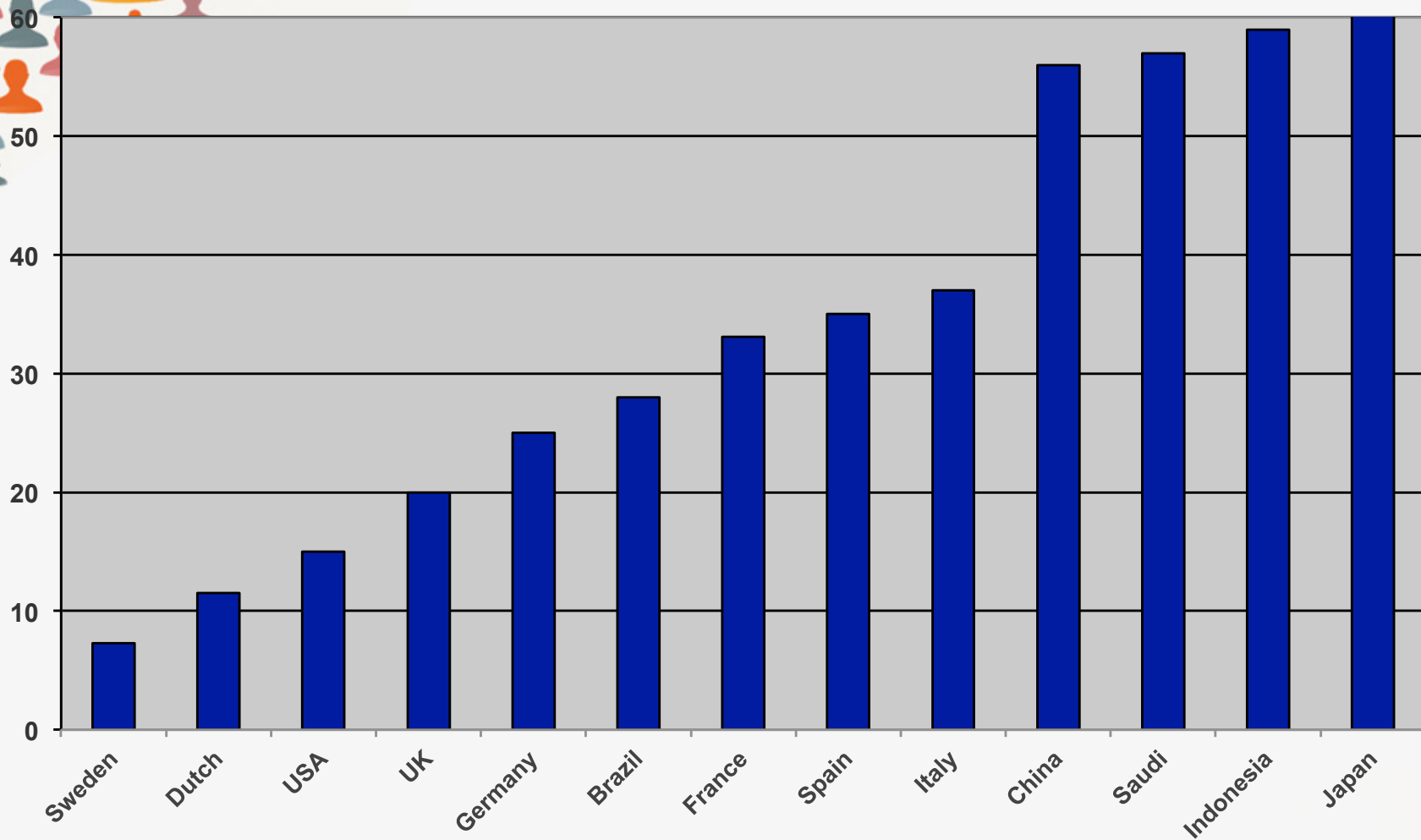
经理是否应该可以回答几乎所有下属问的关于工作上的问题？

Study conducted at INSEAD





Percent agree





Ruler 君



Subject 臣

Father 父



Son 子

Older 老



Younger 幼

Teacher 师



Student 生

Husband 夫



Wife 妻





Low power distance cultures: 低权力距离

It's ok to disagree with the boss openly even in front of others.

It's ok to email or call people several levels below or above you

People are more likely to move to action without getting the bosses okay

If meeting with client or supplier less focus on matching hierarchical levels

With clients or partners you will be seated & spoken to in no specific order

High power distance cultures: 高权力距离


An effort is made to defer to the boss's opinion especially in public

Communication follows the hierarchical chain

People are more likely to get the boss's approval before moving to action

If you send your boss they will send their boss. If your boss cancels their boss also may not come.

With clients or partners you may be seated & spoken to in order of position





CONSENSUAL
达成共识

DECIDING

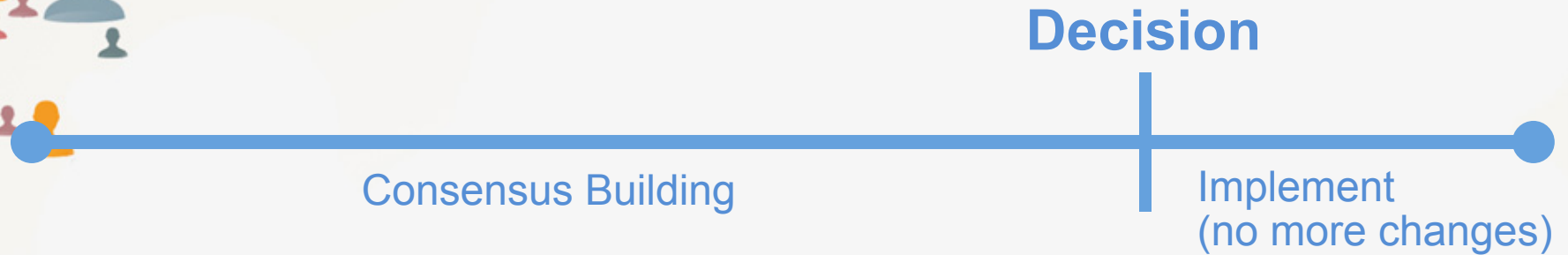
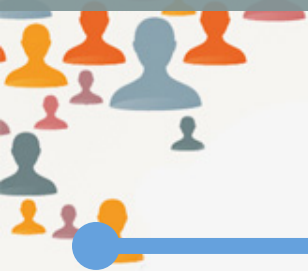
TOP-DOWN
从上至下

Decision made by the group
(slow to make then fixed)

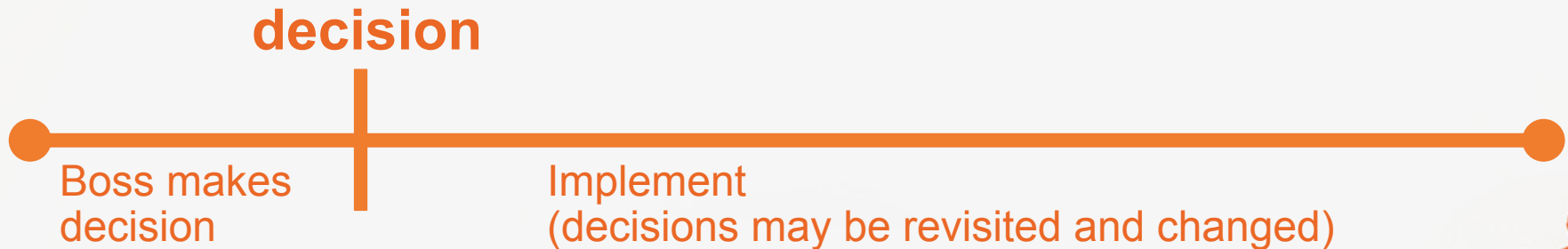
Decisions made by one individual
(quick to make then flexible)



Consensual process 达成共识



Top-down process 从上至下





Culture Mapping Exercises

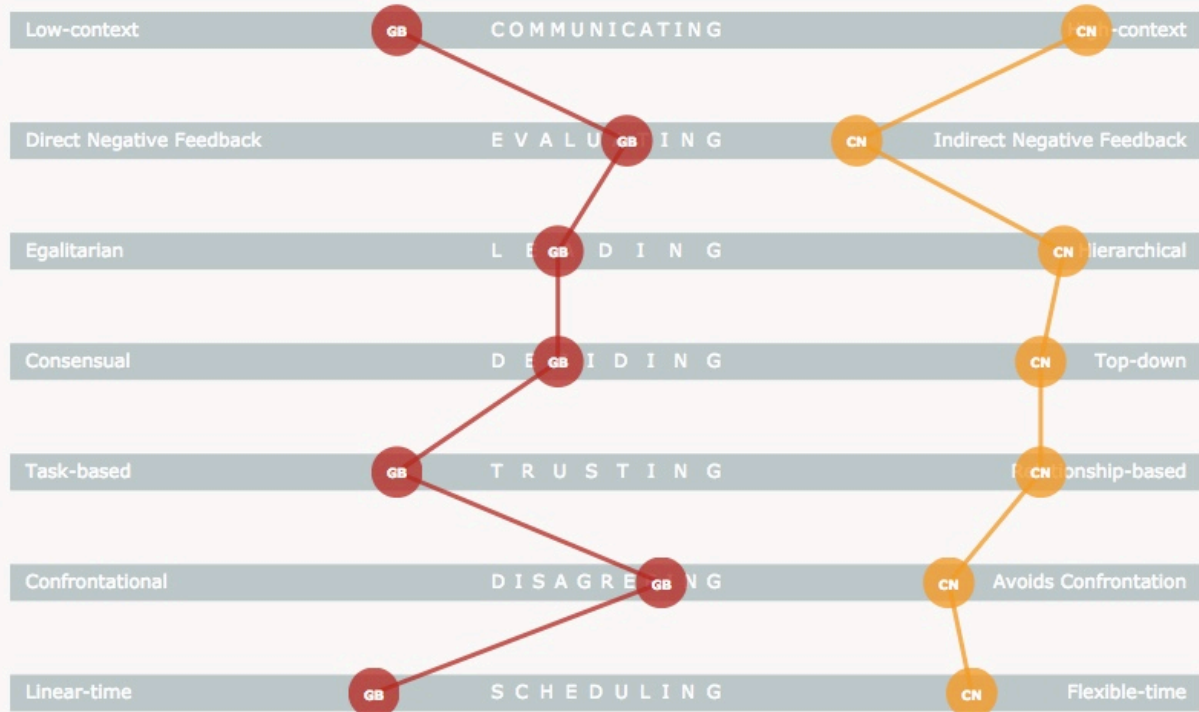
文化制图练习

the CULTURE MAP

▼ Select Cultures to Map

Read Descriptions of Culture Map Dimensions

● UK ● China





制作你自己的文化图表在着三个纬度上
沟通
领导
信任

跟一两个同事比较一下你们的风格

把团队的图表画到白板纸上



What have you learned so far?

- 你到现在为止都学到了什么关键点？
- 你的最大的洞察是？
- 你回到工作岗位会做什么？

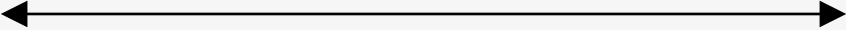


Thank you
谢谢

结束
End






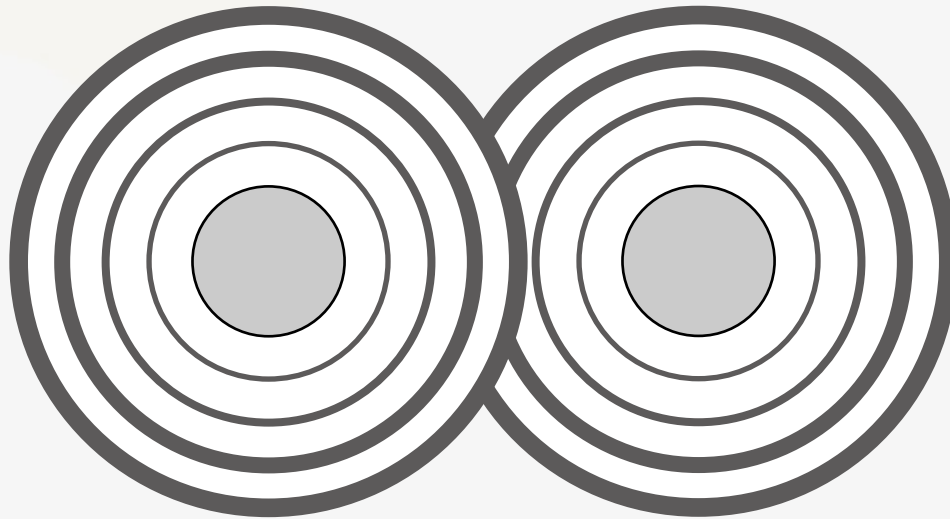
Cultural Orientation		Expectations and Behaviors for Communicating with a Client or Superior	Cultural Orientation	
				
Low Context Communication		If you can not do something an honest and open NO is the most appropriate and appreciated response. Yes means “I agree “or “I will do as you ask”.	High Context Communication	
		If you cannot do something it is best to explain or suggest at the difficulty without saying NO directly. Yes means “I am listening to you” or “I hear you”.		



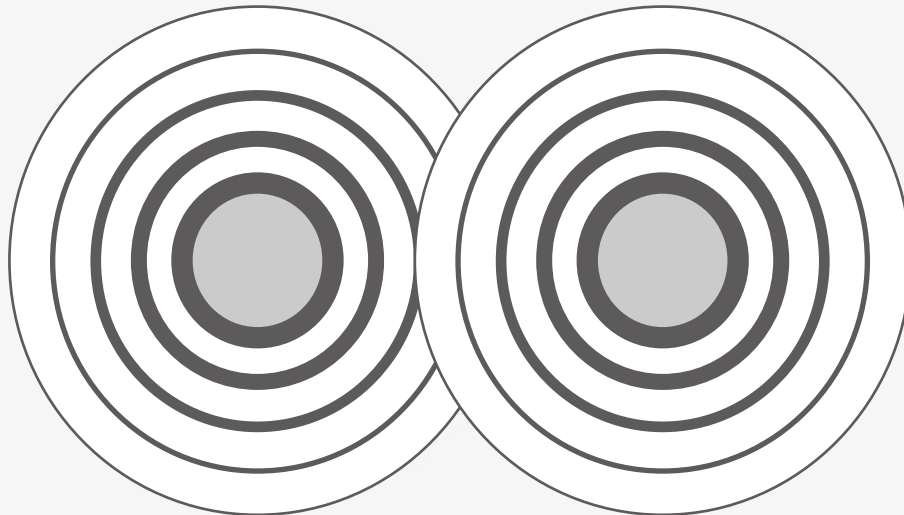


Cultural Orientation	Expectations and Behaviors for Training Delivery 		Cultural Orientation
Egalitarian	The trainer is a facilitator of discussion rather than a deliverer of information. The trainer is a peer & partner in class discussions. Trainees participate in the program as equals.	The trainer is the expert and expected to “run the show”. Participants look to the trainer for directions, answers, and solutions.	Hierarchical



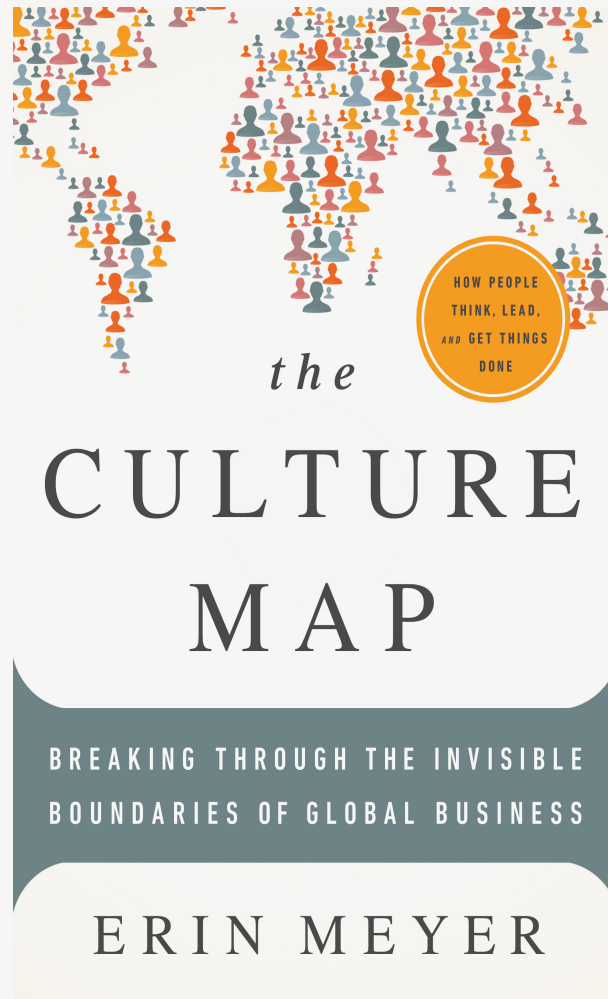


Coconut



Peach





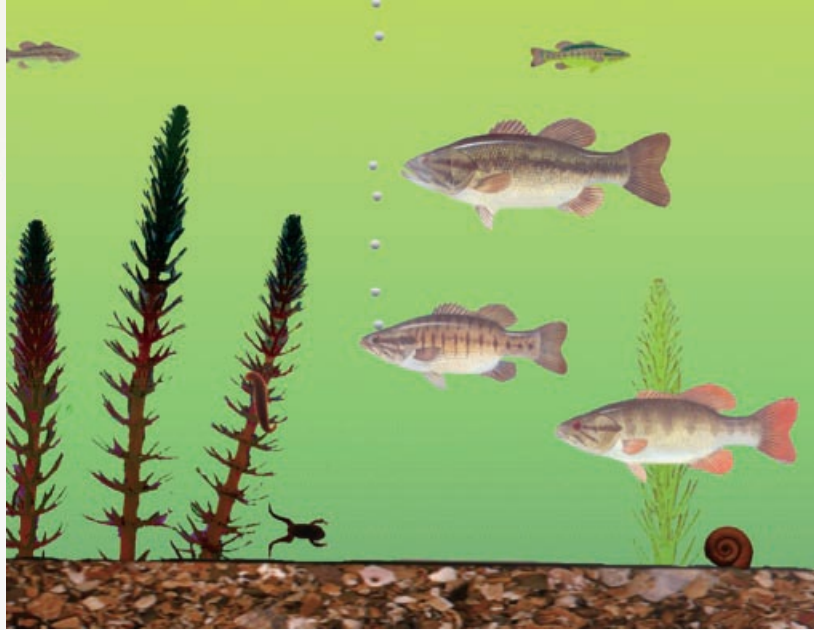
Country Mapping: <http://erinmeyer.com/product/7-days-free/>

Password code: Wellington2017

Personal Assessment: www.erinmeyer.com/tools



Giving Diversity a Voice





“Chinese people think from macro to micro where as western people think from micro to macro. For example when writing an address the Chinese write in sequence of province, city, district, block, gate number. The westerners do just the opposite. Chinese put the sir name first whereas the westerners do the other way around. Chinese put year before month and date. Again the opposite in the west. So during discussion, the sequence of thinking may cause difficulty or misunderstanding. A typical example is the westerners may think that the Chinese are going all around the key points without addressing them deliberately.”

-Quote from Willy Li, a Chinese MBA student at INSEAD



In a good meeting:

- The majority of Americans polled responded: (79%)
“A decision is made”
- The majority of French polled responded (54%):
“We debate and share various view points”
- The majority of Japanese polled responded (82%):
“We put a formal stamp on a decision that has been made before the meeting in informal pre-meetings”



HIGH COMFORT WITH SILENCE

LOW COMFORT WITH SILENCE



Strategies- Leading Global Team Meetings

- Explain in advance what type of reflection or preparation you expect from each group member so that participants can discuss with their team members and prepare their feedback.
- Use a system where each country speaks in order. Call on quiet participants regarding questions you have asked them to prepare for.
- If some are talking a lot and some others are quiet take a break and tell the group you will ask each person for input after the break. When you come back call on each person to speak.
- At the end of a meeting go around and ask each person for feedback or reflection
- As the meeting moderator, set a relaxed tone with lots of silence and time for thought/ reflection built in. Ask specific questions of individuals in the group (reinforcing the topics you have asked them to prepare for).
- Hold informal pre-meetings with small groups and individuals. Formal team meetings are viewed as the place to put a stamp on what has already been decided. (Asia)
- Take time to build relationships. Time spent relaxing together after work will pay off in trust and involvement from your teams.