

Chapter 7: The Verbal Code

❖ What is the relationship between language and culture?

- Language is a component of culture and is affected by it
 - Some linguistics claim that culture is also shaped by its language
 - Language of a particular culture directly influences how people think
 - The network of cultural patterns of a civilization is **indexed in its language**
 - Language is a guide to **“Social Reality”**
 - The ways people **perceive the world** around them, natural and social environment, are **essentially dictated by their language.**
 - Language is not only an instrument for **voicing ideas**, but it itself the **shaper of ideas.**
- Sapir-Whorf Hypothesis
 - **Principle 1: Linguistic Determinism**
 - The way one thinks is determined by the language one speaks
 - When we think we use the existing words in our language
 - **Principle 2: Linguistic Relativity**
 - Different languages produce different worldviews in their speakers
- **Critics of Sapir-Whorf Hypothesis**
 - Pinker and many others believe that:
 - **Language does not determine thought:** people consistently create new language forms
 - **Language reflects non-verbal elements of culture:** geographic, climatic, kinesic, spatial etc. aspects of culture
 - **Syntactic features of a language influence how speakers of that language** categorize and mentally organize their words

❖ The structure of human language

- **Sounds:**
 - **Phonemes (letters): l,o,v,e**
 - The letters of a language's alphabet are symbols **that represent sounds**
 - **Smallest units** in a language
 - **Morphemes (words): love**
 - **Words of a language**, combine phonemes to make morphemes
 - A combination **of sounds that have meaning**
- **Symbols:**
 - All kinds of letters from different languages have the same **function**
 - **To symbolize sound.**
 - Arbitrarily selected and learned stimulus to represent something
- **Syntax or Grammar:**
 - **Set of rules for combining the words into sentences to create meaning, through syntax sentences are generated**
 - English: subject-verb-object order as do French and Spanish
 - Japanese and Korean have the preferred order of subject-object-verb
 - Object-subject-verb order is extremely rare except for a few Amazon basin languages OR cases when a very specific emphasis is required (Noodles I eat!)
- All human languages are made up of a system of sounds, syntax and semantics
- Sole purpose of language is to communicate

❖ Chomsky: Universal Grammar Theory

- All human languages share a universal grammar that is **innate in the human species and culturally invariant**
- Every normal child is **genetically programmed for human language** and is born with the universal grammar – **deep seated set of rules (syntax)** that all the languages in the world follow in some way
- Humans are not born knowing any specific language, but have universal grammar
- Individual languages are dialects (subsets) of the universal grammar
 - No individual languages is universal to human beings
- **Children acquire language in the same way and time across cultures, and can construct grammatically correct sentences without ever having been formally taught**
- **Language is the social reality, help observe events around them and organize their thoughts →**

❖ Universal of Language

- There are many commonalities between all languages. Speech ...
 - Is transmitted via **vocal auditory channel**
 - Sounds emit from **their source of origin**
 - Is **transitory** → can hear it at a certain time
 - Is **interchangeable** → we can repeat what others say
 - Is **reflexive** → use languages to talk about language
 - Can be **displaced** → from time and space
 - Can be **false**
 - **Specialized** → has only one function, to communicate
 - Speakers can **learn other languages**

❖ Generative Grammar

- **Finite set of sounds and rules**, speakers of any language can **create an infinite number of sentences**
- Syntax can **free the mind to create new words and sentences**, generating sentences never before spoken, comprehended by other speakers of the same language.

❖ High and Low Contextual Cultures

- **High Context**: rely more on nonverbal code
- **Low Context**: rely extensively on the verbal code

❖ Elaborated and Restricted Codes

- **Language vs. Speech**
 - **Language** symbolizes **what is possible to do**
 - **Speech** symbolizes **what is actually occurring**
- **Linguistic codes are closely related to the social structure of a particular culture**
- **Restricted Codes**
 - Options to what speakers can say or do verbally are limited
 - Status oriented speech system, words and phrases strictly prescribed
 - Typical of high context cultures
 - **Limited to what the speakers can say verbally**
 - **Context and role oriented**
 - One's **role and context determines what and how much they can say**

- Interpreted through **shared assumptions**
- **Predictable within context, undecipherable to the outsiders**
- **Elaborated Codes**
 - Speakers can choose from among a variety of linguistic options to communicate
 - **Explicit**, no need to be interpreted contextually
 - **Less predictable** and thus coded in a way that **enables it to be interpreted correctly**
 - Most often seen **in low context cultures**

4 Verbal Cross-Culture Communication Styles

❖ Although universal grammar of all languages is similar, persons from different cultures use different styles of language: reflect cultural values and beliefs

- **1. Direct vs. Indirect:** Cultures differ in the degree to which speakers disclose their intentions through precise and candid verbal communication

<u>Direct Style</u>	<u>Indirect Style</u>
<ul style="list-style-type: none"> -Overt expressions of intention -Value verbal precision - Assert self-face needs: need to articulate desires and needs -Low context, individualistic cultures -ex: US, UK, Germany, Israel 	<ul style="list-style-type: none"> Speaker's intent are hidden or only hinted at in interaction -Ambiguity and vagueness, implicit -Prevents face threats to either speaker -High context, collectivistic cultures -ex: Japan and France

- **2. Elaborate, Exacting and Succinct Styles:** deals with the quantity or volume of talk that is preferred

<u>Elaborate Style</u>	<u>Exacting Style</u>	<u>Succinct Style</u>
<ul style="list-style-type: none"> -Flashy and embellished -Sophisticated language -Personalized, exaggerated, spontaneous styles of interaction 	<ul style="list-style-type: none"> -No more or less than is needed -“Just the facts” mentality 	<ul style="list-style-type: none"> -Concise statements, understatements, and silence -Means to maintain social control

- **3. Personal vs. Contextual Style**

<u>Personal Style</u>	<u>Contextual Style</u>
<ul style="list-style-type: none"> -Amplifies individual identity of speaker -Stresses and underscores “Personhood” -Stresses informality and symmetrical power relationships -Individualistic, low context cultures 	<ul style="list-style-type: none"> -Highlights one's role identity and status -Social context dictates word choice -2 axis of distinction: address and reference -Honorifics (Japan): communicate respect according to status and ranks -Collectivistic, high context cultures

- **4. Instrumental vs. Affective Styles**

<u>Instrumental Style</u>	<u>Affective Style</u>
<ul style="list-style-type: none"> -Sender based and goal-outcome based -Constructed to persuade and influence others, and to maintain one's face -Communication ends after goal is attained -Masculine 	<ul style="list-style-type: none"> -Receiver based and process oriented -Chinese is Listener-Responsive language -Confucian philosophy: the primary function of communication is to initiate, develop and maintain social relationships -Responsibility of understanding rests with both parties: speaker and listener -Use intuitive sense and non-verbally expressive -Female

Chapter 8: The Non Verbal Code

Intercultural communication is primarily a nonverbal act between people.

- When verbal and nonverbal code contradict, believe the nonverbal message

❖ **Nonverbal Communication**

- **DEF**: All non verbal stimuli generated by both the source and his/her use of environment
- Often sent simultaneously with verbal messages
- Are the messages people send to one another that do not contain words
 - May complement, accent, substitute for, or contradict the verbal message
- Intentional or unintentional
 - **Verbal** represents the content of a message
 - **Non-verbal** communicates the style or how the messages is interpreted

❖ **Non-verbal code adds to the verbal message**

- **Complements, Accents, Substitutes, Repeats, and Contradicts**
- It also regulates and manages our conversations with others

<u>Non-Verbal Communication</u>	<u>Verbal Communication</u>
<ul style="list-style-type: none"> -Analogic communication: visual metaphor of thought -Signal based: natural and constituent part of what it represents -Informal: no formal rules of the nonverbal code -Denotative meaning → can define words -Implicit (higher context) 	<ul style="list-style-type: none"> -Digital communication: a thought that is in a form of a sentence -Symbol based: arbitrary selected and learned stimulus representing something else -Formal: all verbal languages have a formal set of rules -Denotative meaning must be inferred -Evolved from nonverbal code -Explicit (lower context)

Verbal languages takes thought and puts it into **linear digital form (a sentence), gestures and body movements who the instantaneous thought itself as an **analogue of the thought**

Channels of Nonverbal Communication

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| <ul style="list-style-type: none"> ▪ Kinesics ▪ Paralanguage | <ul style="list-style-type: none"> ▪ Proxemics ▪ Haptics |
|--|--|

- Olfactics
- Physical appearance
- Dress
- Chronemics

❖ 1: KINESICS

- Body movements
- Gestures, hand/arm movements
- Facial expressions
- Eye gaze and blinking
- Stance or posture

❖ Categories of Kinesics

Emblems	- Hand gestures that have direct literal verbal translation -Substitutes for verbal message (thumbs up to say good job)
Illustrators	- Accent/complement what is being said ; they are non-verbal messages that tell you how to interpret verbal messages - Metacommunicative function: messages about messages -Accentuate or illustrate verbal message (nod while saying yes)
Affect Displays	- Facial expressions of emotion , considered universal -Emotional expressions (clenching fist when angry)
Regulators	- Behaviours/actions that govern, direct or manage conversation -Direct eye contact, head nodding
Adaptors	- Adaptors are kinesic actions that satisfy physiological or psychological needs - Unintentional gestures -Symptoms of nervousness or anxiety such as finger tapping on table

❖ 2: PARALANGUAGE

- **Vocal qualities that usually, not necessarily, accompany speech**
- 2 categories of Paralanguage
 - **Vocal qualities**
 - **Usually accompanies speech**
 - Pitch, rhythm, tempo, articulation, resonance
 - **Tonal vs. Inflections**
 - **Vocalizations**
 - Laughing, crying, sighing, swallowing, clearing of the throat
- **Silence**: a significant nonverbal channel in some cultures

❖ 3: Proxemics

- Perception and use of **space**
- **Territoriality**: physical geographical space
- **Personal Space**: perceptual or psychological space
- **Population size and socioeconomic factors** affect perception of space

❖ 4: HAPTICS

- **Tactile communication, the use of touch**
- Touching behaviors (Hall): most fundamental/**primitive** form of communication
- **Opposite sex touch** in cultures
 - **Touch avoidance**
 - **Prohibited touch**
- Highly contextual: age, sex, situation, relationship

❖ **5: OLFACTICS**

- **Perception and sense of smell**
- Fundamental biological scents, humans detect up to 10,000 different smells
- Scent comes from two glands: sebaceous and apocrine
- Scent can **function as**
 - **Sex attractant**
 - **A marker of social class distinctions / power relationship**
 - **Olfactory sensation is a potent influence on social interaction**

❖ **6: PHYSICAL APPEARANCE and DRESS**

- Communicates personal identity: **age, sex, and status within culture**
- Masai culture of Kenya: necklaces, earrings etc. communication specific information about a man or a woman
- Islamic cultures: women wear headscarves, turbans to hide their body and hire
- India: businessman clothes, women clothes

❖ **7: CHRONEMICS**

- **Nonverbal channel of time**
- **Monochronic (M-time): emphasize** schedules, measurable units of time
- **Polychronic (P-time):** multiple activities with little emphasis on scheduling
- **Calendars, primary system of organizing time, dictate human communication patterns**

❖ **8: GAZE/EYE CONTACT (Oculusics)**

- Canada and US: favor direct eye contact
- Japan: the reverse is true, they direct their gaze below the chin
- Middle East: very direct eye contact
 - More prolonged to make most Canadians uncomfortable
 - Sex differences

❖ **Nonverbal Communication and Dimensions of Cultural Invariability**

<u>Individualism</u>	<u>Collectivism</u>
-More distant proximally -High affect displays: Smile more -More nonverbally affiliated	-More distant psychologically -Suppress affect displays → group harmony -More synchronized body movements

<u>Low Power Distance</u>	<u>High Power Distance</u>
-Less aware of vocalics (volume, intensity)	-High vocalics: noisy, exaggerated and childlike -Avert eye contact to show more respect -Direct eye gaze → threat/challenge

<u>Low Context Cultures</u>	<u>High Context Cultures</u>
-Are more direct and talkative	-Pay more attention to non-verbal behaviour in interactions

- ❖ **Nonverbal Expectancy Violations Theory (NEV)**
 - **People hold expectancies about the appropriateness of the nonverbal behaviours of others**
 - Socio-cultural norms create behavioral expectations
 - Intentional or unintentional violations occur
 - Positive or negative results: depends on the violation and the un/attractiveness of the communicators
 - **Evaluation of the violation depends on**
 - **The evaluation of the communicator**
 - **Implicit messages associated with the violation**
 - **Evaluations of the act itself**

- ❖ **Nonverbal Leakage**
 - Occurs when people are unsuccessful in attempting to control messages sent nonverbally
 - Sometimes identified by physiological changes such as pupil size, facial reddening, sweating and tapping fingers on table

Chapter 9: Developing Intercultural Relations

- ❖ **Uncertainty Reduction Theory (URT)**
 - **Uncertainty** refers to the amount of **predictability in a communication situation**
 - **Premise:** the **primary goal** when **interacting with a stranger** to **reduce uncertainty** and **increase predictability of behaviour**
 - Uncertainty can be:
 - **Proactive:** weighing **options prior to interactions**
 - **Retroactive:** **explaining behaviour after** it occurs
 - **The 7 axioms may not be generalizable across cultures**
 - **As communication increase, uncertainty decreases**
 - **Nonverbal behaviours reduce physiological/psychological distance**
 - **Lower level of uncertainty the higher the level of intimacy**
 - **Mutual exchange of info between interactants**
 - **Similarity between interactants increase, uncertainty decrease**
 - **Concept of liking**

- ❖ **Anxiety Uncertainty Management Theory (AUM)**
 - AUM focuses on **managing rather than reducing anxiety and uncertainty**
 - The focus is towards **effective communication**
 - **Uncertainty**
 - A **cognitive phenomenon**
 - Affects the **way people think** about communication
 - Involves our **ability/inability to predict** a stranger's **attitudes beliefs, values and behaviour**
 - **Anxiety**
 - Is the **affective equivalent of uncertainty**
 - **Affects the way people feel about interacting** with someone else
 - Includes a **sense of uneasiness, apprehensiveness, worry** etc.
 - **Uncertainty and Anxiety are related**
 - As uncertainty increases, people experience anxiety

- **Minimum Thresholds**
 - **The lowest amount of uncertainty** a person can experience before becoming unmotivated about predicting a stranger's behaviour when interacting
- **Maximum Thresholds**
 - **The highest amount of uncertainty or anxiety** individuals can experience and still believe they can **predict the stranger's attitudes, beliefs etc. and remain comfortable communicating**
 - ** We communicate effectively when our uncertainty is between min and max thresholds
 - Min and max thresholds vary considerably among cultures

- **The 7 Superficial Clauses**

Self-Concept	Social identities Personal identities Collective self esteem	Uncertainty Management (Basic cause)
Motivation to Interaction	Need for predictability Need for group inclusion Need to sustain self concept	
Reactions to Strangers	Empathy Tolerance for ambiguity Rigid intergroup attitudes	
Social Categorization of Stranger	Positive expectations Perceived Similarities Understanding group differences	Anxiety Management (Basic cause)
Situational Processes	In group power Cooperative Tasks Presence of in group members	
Connection with strangers	Attraction to strangers Interdependence with strangers Quality and quantity of conflict	
Ethical interactions	Maintain dignity Moral inclusiveness Respect for strangers	

These factors can either facilitate or hinder the management of uncertainty and anxiety, take into consideration **mindfulness (moderating processes) and then you get communication effectiveness.

❖ **Communication Effectiveness (outcomes): interpretation of the message is similar to the intent of the message. The goal of an interaction is to achieve effectiveness.**

❖ **Mindfulness**

- **DEF: a person's conscious attention to incoming information**
- Suggests that we are often not acutely aware of our own behaviour; we are habitual
- Includes:
 - Being **open to new information** (instead of discounting it and continuing with existing assumptions)
 - Making more categories/distinctions when categorizing others
 - **Being aware of more than one perspective**, to understand or explain interaction

- Focusing on the process of communication and altering strategies
- Being mindful of our own behaviour

❖ **Sociocommunicative Orientation**

- **Enables communication that reduces uncertainty: 2 types of comm. styles**
 - **Assertiveness:** one's ability to **make requests, actively disagree, express personal rights and feelings, initiate-sustain-terminate conversation, defend oneself without attacking others**
 - **Responsiveness:** one's ability to be **sensitive to the communication of others, including providing feedback, engaging in comforting communication and listening.**
 - Assertive and Responsive communicators are capable to **reduce uncertainty and are inversely related to communication apprehension.**

❖ **Empathy**

- **Is defined as the degree to which we can accurately infer another's thoughts or feelings**
- **Is crucial to intercultural relationships because there are often increased differences between interactants**
- Try to work out what people are actually feeling and thinking
- Ability to put oneself in the shoes of the other, to try and discern their thoughts behind their words and actions

❖ **Relational Empathy**

- **Whenever 2 people come together and interact, they create a 3rd culture**
- It consists of
 - **Shared meaning** (mutual understanding)
 - **Relational Empathy** (the perceptions or emotions that are created by 2 ppl interacting)
- It is an outcome of **harmonization of communication** in which unique values, beliefs, norms and symbols are **shared by interactants**
 - More important and difficult with people of different cultures
 - Never truly infer another's thoughts and feelings

❖ **Empathetic Listening**

Paraphrase	Repeat what the other person has said with other words
Reflect Feelings	Relating back the feelings we believe the other is experiencing
Reflect Meanings	Restating what we have heard to confirm its meanings
Summarizing	Briefly restating the main idea the other has communicated

❖ **Similarity**

- The more we **perceive another as similar to ourselves**, the more we are **able to reduce uncertainty**
- **Similarity** could be very **important during initial encounters** with another person
- **Has many forms:** ages, tastes, physical appearance, education, profession etc.
 - **Perceived Similarity:** dominant force in our motivations to interact
 - **Real Similarity:** could be understood later on during the communication process
- If there is a **serious difference** between **Perceived and the Real Similarity**, the result could be **disappointment and end of a relationship**

❖ Relational Intimacy Across Cultures

- Same types of intimacy across cultures
- Different levels of intimacy desired and maintained
- Intimacy ratings (9 being the least intimate):

❖ Task vs. Relationship Orientation

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| <ul style="list-style-type: none">- Relationship<ul style="list-style-type: none">▪ Task is important but so is relationship▪ Time is flexible, time limits are disrespectful▪ Delayed delivery is acceptable▪ Completed tasks measure success▪ Informality | <ul style="list-style-type: none">- Task<ul style="list-style-type: none">▪ Efficient and fast, no “emotional” component▪ Little time for task irrelevant items▪ Like structured agenda▪ Efficiency and deadlines measure success▪ Formality |
|--|---|

❖ Heterosexual Family Types

- **Patriarchy**
 - Paternal authority (and no differences across social strata)
 - India
- **Modified patriarchy**
 - Mostly patriarchal with upper class being egalitarian
 - Greece, former Yugoslavian nations
- **Equalitarianism**
 - Equal power roles across all strata
 - Denmark and Sweden
- **Modified Equalitarianism**
 - Increase flexibility in marital power, equalitarianism spreading across strata
 - US, Germany

❖ Arranged Marriages

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|---|--|
| <ul style="list-style-type: none">- Arranged by parents or trusted family friend- May not meet until wedding | <ul style="list-style-type: none">- Bride price/dowry- Still practiced in some cultures |
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❖ Divorce Across Cultures

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| <ul style="list-style-type: none">- Varies according to many cultural factors<ul style="list-style-type: none">▪ Economic issues▪ Existence of children▪ Women’s equality issues | <ul style="list-style-type: none">▪ Religion▪ Ease of divorce |
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Chapter 10: Intercultural Conflict and Negotiations

Intercultural Conflict

❖ **What is Intercultural Conflict?**

- When persons from different cultures experience emotional frustration due to mismatched expectations
- Perceptions of incompatibility
 - Values, norms, goals, outcomes, and scarce resources

❖ **Kim's Model of Intercultural Conflict**

- This model includes 3 interdependent and interrelated levels

Macro Level	Intermediary Level	Micro Level (individual)
	-The actual location and context of the conflict	-Each individual's attitudes, disposition and beliefs
-History of subjugation -Ideological or structural inequalities: social differences, power distance. -Minority group strength versus majority group	-Segregation / contact: some enviros are more prone to conflict -Intergroup salience: contact between diverse cultures -Context: physical, behavioural, status discrepancy (power distance)	-Cognitive simplicity/rigidity -In-group bias -Insecurity/frustration -Divergent behaviours

❖ **The Concept of Facework**

- **Facework:**
 - **The various ways** one might **deal with conflict** and save own face and **the communication strategies** employed to manage one's own face or to support or to support or challenge another's face
- **Types of Facework Strategies: initiate, manage or terminate conflict**
 - **1. Dominating:** need to control the conflict situation and defend their self-face
 - **Aggression:** verbally assault the other person
 - **Defend self:** reply to a threat
 - **2. Avoiding:** attempt to save the face of the other person
 - **Avoidance/Pretend:** dismissal of the conflict that does not threaten the other's face
 - **Give in:** succumb or yield to the other
 - **Involve a 3rd party:** reliance on the 3rd part to help manage the conflict
 - **3. Integrating Facework:** shared concern for self and other face for closure in the conflict

<ul style="list-style-type: none"> • Apologize • Compromise • Consider the other • Private discussion 	<ul style="list-style-type: none"> • Remain calm • Express Emotion • Face work strategies
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❖ **Communication Conflict Styles**

- **Conflict Interaction Style:** how individuals manage the actual conflict
- **Personal Conflict interaction style:** based on 2 communication dimensions
 - **1. Self face need:** the degree to which a person asserts to **satisfy own interest** in the conflict
 - **2. Other Face need:** the degree to which a person is **cooperative**

- Combination between the 2 defines the 5 primary and the 3 secondary communication styles of managing conflict

❖ **The 5 Primary Communication Styles of Managing Conflict**

- **1. Avoiding:** ignores both the self and other face need, does not discuss the conflict
- **2. Dominating:** asserts a high self face need and no other face need
- **3. Obliging:** puts the other face need ahead of self face need
- **4. Compromising:** balance self and other face need
- **5. Integrating:** high self face need combined with a recognition of other face need, collaborates to achieve agreeable solution

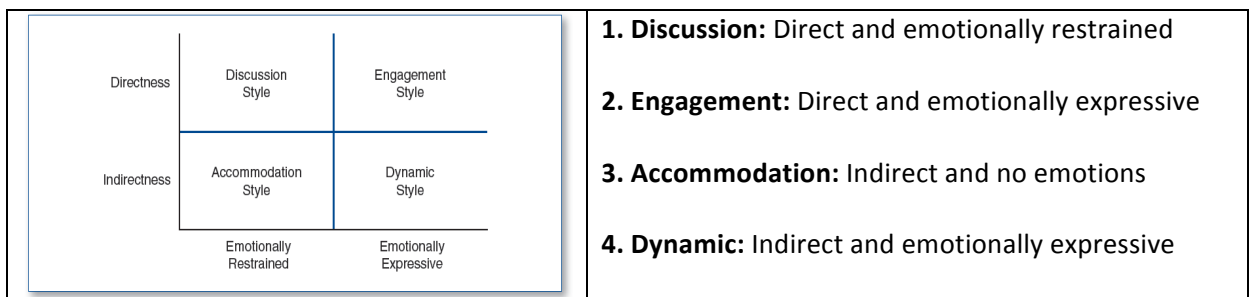
❖ **The 3 Secondary Communication Styles of Managing Conflict**

- **1. Emotional Expression:** how one might use emotions to guide conflict
- **2. Third party help:** engage an outsider to help solve the conflict
- **3. Neglect:** passive aggressive approach where one might ignore the conflict, but attempt to elicit response from the other via aggressive act

❖ **The Intercultural Conflict Style Inventory**

- Theoretical model and assessment tool to diagnose and manage intercultural conflict
- **The Dynamics of Conflict** revolve around 2 fundamental features of all conflicts
 - **1. Disagreement:** this is the center of any conflict
 - **2. Emotional Reaction:** negative/antagonistic emotional reaction based on the disagreement and the perceived threat associated with it
- **The focus of this model is on the intercultural conflict style**
- **The Conflict Style** is the behavioural component of conflict, follow dynamics of conflict
 - **Disagreement (cognitive)**
 - **The negative emotional reaction (affective)**
- **Personal Conflict Style** is learned cultural, people regardless of culture deal with disagreements either **directly/indirectly and emotional either expressive/restrained**

❖ **4 Intercultural Conflict Styles**



❖ **4 Main Factors during an Intercultural conflict - A culture based Situational Conflict Model**

- **1. Individual Factors** - Similar to micro level factors of Kim Model
 - Individualism or collectivism
 - Personality traits (anxiety)
 - Face Concerns
- **2. Situational Features**

- **3 Specific relationships parameters that affect conflict**
 - **1. Competitive or cooperative** between parties
 - **2. Trust or Distrust**
 - **3. Intimate and Close**
 - ****In group vs. Out group distinctions**
- **3. Conflict Process Factors** – emerging from the conflict itself
 - Resulted interaction style: **direct or indirect**
 - Type of facework individuals engaged: **self or other face**
 - Management of emotions: **expressive or restrained**
- **4. Conflict Outcomes**
 - **Effectiveness:** mutual shared meaning
 - **Appropriateness:** behaviour suitable for context
 - **Satisfaction:** degree to which both are happy, self and other face respected
 - **Productivity:** successful resolution

❖ **Individualist vs. Collectivist in Conflict**

Individualism	Collectivism
-Outcome oriented -Become frustrated when feelings aren't asserted honestly -Conflict is perceived as productive when tangible resolutions are reached	-Process oriented -Conflict is perceived as threatening when substantive issues are addressed before facework management -Conflict is perceived as unproductive when face issues and group feelings are not addressed properly
Low Context	High Context
-More direct and explicit in conflict -Separate conflict from the individual -Prefer a solution oriented style	-More indirect and implicit in conflict -Connect conflict with the individual -Prefer a non-confrontational style

Cross Cultural Business Negotiations

❖ **Negotiations and Social Life**

- **Social life is continuous negotiations**
- Negotiations is a **universal phenomenon**
- We observe them on **any levels and in all areas of social life**
 - Family level → inter-governmental level

❖ **Concept of Negotiation**

- Def: Negotiation is an **activity** in which **2+ parties** who are confronted at the same time with differences and interdependencies **meet face to face** with the **aim to find a mutually acceptable solution** that will allow them to **create, maintain and develop** some kind of relationship
- **Phases of Commercial Negotiations**
 - **Preparation**
 - **Negotiation**
 - **Follow-Up**

- ❖ **Functions of Negotiations**
 - To formulate and **achieve agreement or disagreement**
 - Forum for **making concessions**
 - To **persuade** by stating the **reason for settlement**

- ❖ **Categorical Aspects**
 - **Recognizing:** mutual interest / joint problem
 - **Negotiating**
 - **Relevance to many different fields**
 - Culture
 - Experience (personal + collective)
 - Power play
 - Alternative solutions
 - Economic interest and conditions

- ❖ **International Business Negotiation classification according to**
 - **The nature of the issues**
 - General business partnerships
 - Strategic alliances
 - Trade contracts
 - Trade disputes etc.
 - **The stage of the business relationships**
 - Initial business relations
 - Further development of existing business relations
 - Closing business relationship

- ❖ **Formation of Negotiating Teams**
 - Members
 - Structure
 - Roles
 - Responsibilities

- ❖ **Matching the Negotiating Teams**
 - Level of presentation
 - Delegated authority
 - Number of the team members

- ❖ **Other aspects of Negotiating**
 - Home constituency
 - Strategies and tactics
 - Stages, rounds, phases
 - Mandates
 - Who has the authority: what, when and how
 - How fast we want the result

- ❖ **What else is important for the Negotiation Process**
 - Moves and countermoves
 - Negotiations settings
 - The issue to be resolved: level of its complexity, its scale, how many stakeholders are involved
 - The decision to be made
 - Structuring the process: The environment, background, the outcome

- ❖ **Every Negotiation is unique:** Dynamics, results, mix of factors, context

- ❖ **Intercultural Negotiation Guidelines**
 - **Before the negotiation**
 - **PREPARE:** Feasibility? Define what you want, research culture specific info, decide on your strategy, send the proper team including interpreter and consultants, do not change negotiators
 - **Beginning the negotiation**

- Ensure environment is correct, familiarize with the agenda, physical arrangements, the area where negotiations will take place
 - **Hard Bargaining**
 - Control the info you give, watch use of non/verbal communication, adjust the way of life in the host culture, save face for all, avoid deadlock, do not agree to a bad deal, be prepared to walk away
 - Agreement should be signed before leaving, understand the contract, be flexible.
 - **Beyond the Contract**
 - Discuss differences, come to agreement rather than legal settlements
 - Maintain good relationships with the other side.
- ❖ **Underlying Orientations in Negotiation**
- Distributive orientation: sharing a piece of “fixed” cake
 - Competitive negotiation (and false conflict)
 - Zero sum-game
 - Sub-optimal outcomes
 - Integrative orientation: the size of the cake could be increased as a result of collective effort
 - Cooperative, collaboration negotiation
 - Information reveal
 - Relational empathy
 - Prioritize goals and issues (and unbundle issues)
 - Size deals
 - Relationship orientation
- ❖ **Other Negotiation Styles**
- Compromising: seeks a middle ground without enlarging the pie
 - Forcing: makes the other party comply by taking advantage of power inequalities
 - Legalism: uses legal documentation to force the partner to comply
- ❖ **Negotiation and Cultural Variables**
- Interpersonal Orientation: individualism vs. collectivism
 - In-group Orientation: limited good
 - Power Orientation: power distance + roles in negotiation
 - Risk Orientation: uncertainty avoidance
 - Relationship Orientation: task/relationship
- ❖ **Negotiation and Credibility**
- Institutional credibility
 - Aligned cultural codes
 - Modesty, quietness, patience might be perceived/decoded as “non credible”, if a high self concept profile is valued as credible (showing self confidence, arrogance, interruptions when necessary)
 - Age and credibility
 - Frankness in admitting errors and credibility
 - Physical traits
- ❖ **Intercultural vs. Intracultural Negotiations**
- Intracultural negotiations take shorter time to finalize
 - Perceived similarity leads to a more problem solving orientation
 - Perceived vs. actual similarity

- However, intercultural negotiations are usually more happy at the end of the negotiation process

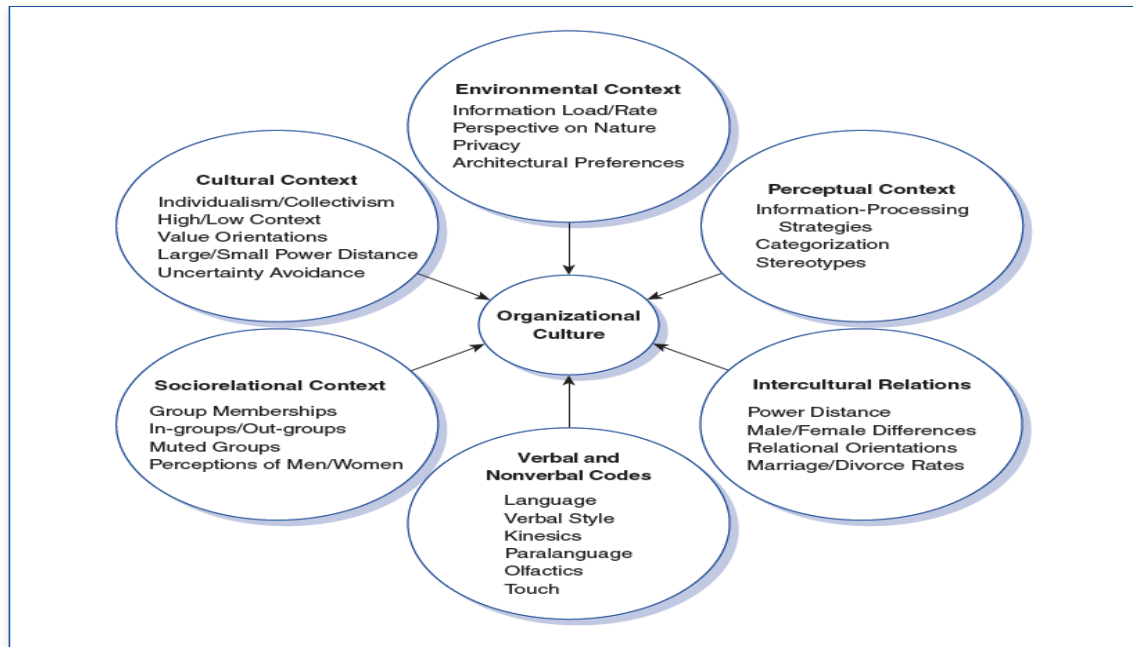
❖ **Interpersonal Negotiation Styles**

- **Factual**
 - Basic assumption: “the facts speak for themselves”
 - Behavior: pointing out the facts in a neutral way, keeping track of what has been said, reminding people of their statements, knowing most of the details of the discussed issue and sharing them with others, clarifying relating facts to experience, being low-key in their reactions, looking for proof, and documenting their statements
 - Key words: meaning, define, explain, clarify, facts
- **Analytical**
 - Basic assumption: “Logic leads to the right conclusion”
 - Behavior: forming reasons, drawing conclusions, and applying them to the case in negotiation, arguing in favor or against one’s own or others’ positions, directing, breaking down, dividing, analyzing each situation for cause and effect, identifying relationships of the parts, putting things into logical order, organizing, weighing the pros and cons thoroughly, making identical statements, and using linear reckoning
 - Key words: because, then, consequently, therefore, in order to
- **Intuitive**
 - Basic assumption: “Imagination can solve any problem”
 - Behavior: making warm and enthusiastic statements, focusing on the entire situation or problem pinpointing essentials, making projections, being imaginative and creative in analyzing the situation, switching from one subject to another, going beyond the facts, coming up with new ideas all the time, pushing and withdrawing from time to time, putting two and two together quickly, getting the facts a bit wrong sometimes, and being deductive
 - Key words: principles, essential, tomorrow, creative, idea
- **Normative**
 - Basic assumption: “Negotiating is bargaining”
 - Behavior: judging, assessing and evaluating the facts according to a set of personal values, approving and disapproving, agreeing and disagreeing, using loaded words, offering bargains, proposing rewards, incentives, appealing to feelings and emotions to reach a “fair” deal, demanding, requiring, threatening, involving power, using status, authority, correlating, looking for compromise, making effective statements, focusing on people and their reactions, judging, attention to communication and group process
 - Key words: wrong, right, good, bad, like

Chapter 11: Intercultural Communication in Organizations

❖ Dimensions of Culture and Organizational Culture

Figure 11.2 Dimensions of Culture and the Organizational Culture



❖ Power Distance and Organizations

- **Large Power Distance**
 - **Status conscious**
 - Employ **Top-down Communication**
 - Mindful of **Employee welfare**
 - Employees **not expected** to participate in decision making

❖ Environmental Context

- A culture's perspective on nature often translates into its organizational practices
- **Collectivist cultures** tend to prefer **working together** in the same **physical location**
- **Physical privacy is not possible** (i.e. Korea), **psychological privacy is utilized**

❖ Perceptual Context (Perceptions on American business practices)

- Many Muslim countries dislike the US
- Some traditional allies have a low opinion of the US
- India has most favourable opinion of US
- Russia has a more favourable opinion than a decade ago
- Characteristics mentioned in association with the US: greedy, violent, immoral, rude, hardworking and inventive

❖ Socio-Relational Context

- **Family Corporate culture**
 - A metaphor for organizations
 - Characteristics: Personal / Face to Face communication / Hierarchal
 - Rewards: Pleasing elders
 - Sanctions: Loss of affection / loss of role in the family

- ❖ Verbal Communication → Deadly sins of international misunderstanding
 - Local color
 - Jargon
 - Slang
 - Officialise
 - Humour
 - Vocabulary
 - Grammar

❖ **Country Management Practices**

Japan	Germany	Mexican	Chinese	Middle East
-Sushin Koyo – Lifetime employment -Nenko Joretsu – Seniority Grading → performance based grading -Taiso – Morning exercise -Feeling based cognitive style of decision making	-Facts > face -Factual honesty more important than politeness -State regulated apprentice system -Compartmentalization -Leadership position: time & experience (practicality) > degree	-Not rewarded with initiative or self determinism -Do not show favouritism -Work is viewed a necessary evil -Paternalistic org. -Value cooperation over competition -Top position inherited/acquired -Rigid Hierarchy -Risk/innovation not favoured	-Confucian Ideals -Unequal relationships -No separation between social and org. relationships -Management does decision making -Org. conflict dealt through mediation and compromise -Gift giving	-National development and industrialization = top priorities -Cultural discontinuity -Growth of economy is rapid

TN: Communicating with companies from different countries

COMMUNICATION IS AMONG THE MOST CHALLENGING THINGS WE DO IN BUSINESS.

CORPORATE COMMUNICATION has a STRATEGIC ROLE – THE GOAL is to build, achieve and maintain **FAVORABLE REPUTATION**.

IN COMMUNICATION WE DEPEND ON the USE of **SYMBOLS**.

WHEN PEOPLE FROM DIFFERENT CULTURES USE **THE SAME SYMBOLS**,

BUT THEY MEAN DIFFERENT THINGS, THEN WE DEAL WITH the so called **BYPASSING**

SOME WAYS TO **AVOID BYPASSING**

- BE SENSITIVE TO **CONTEXT**
- CONSIDER THE OTHER PERSON'S **BACKGROUND**

1. INTERNATIONAL CORPORATIONS COMMUNICATE with many STAKEHOLDERS. ONE CATEGORY OF THEM ARE **OTHER CORPORATIONS** in many countries around the world.

2. **WHY and WHAT FOR a MN Companies COMMUNICATES WITH FOREIGN COMPANIES?**

- | | |
|---|--|
| a. TO SHARE CORPORATE STRATEGIC INFORMATION – vision, mission, values | d. TO ESTABLISH FIRST CONTACT and PRESENT an OFFER |
| b. TO CREATE CORPORATE IMAGE | e. TO FOLLOW UP |
| c. TO EXPLAIN CORPORATE IDENTITY | |

- f. TO FURTHER DEVELOP BUSINESS RELATIONSHIP
- g. TO DISCUSS OPERATIONAL PROBLEMS
- h. BUSINESS DEVELOPMENT
- i. SURVICE PROVIDING AND CONDITIONS
- j. TO PRESENT MARKETING INFORMATION
- k. TO PRESENT/EXCHANGE TECHNICAL INFORMATION
- l. TO PRESENT/EXCHANGE MARKETING INFORMATION
- m. NEGOTIATIONS – CONTRACTUAL AGREEMENT
- n. CONFLICT RESOLUTION – ARBITRAGE, LITIGATION
- o. INFORMATION EXCHANGE ABOUT A J.V.

3. WHEN a MN Corporation COMMUNICATES with FOREIGN COMPANIES?

- a. BEGINNING BUSINESS RELATIONS
- b. DEVELOPMENT OF BUSINESS RELATIONS
- c. REGULAR BUSINESS RELATIONS

4. HOW A MN Corporation COMMUNICATES with FOREIGN COMPANIES?

- a. OFFICIAL CORRESPONDENCE/LETTERS
- b. OFFICIAL BUSINESS PRESENTATIONS
- c. FACE-TO-FACE CONVERSATIONS/NEGOTIATIONS
- d. E-MAILS
- e. ON THE PHONE
- f. TELECONFERENCING
- g. INFORMATION ON THE CORPORATE WEBSITE

5. There are NUMEROUS CHALLENGES OF COMMUNICATIONG WITH BUSINESS ORGANIZATIONS FROM DIFFERENT COUNTRIES AND CULTURES.

- a. WRITING TO INTERNATIONAL BUSINESS AUDIENCE
 - i. USE TITLES, NOT FIRST NAME
 - ii. USE FAMILIAR TIRMS
 - iii. AVOID SLANG AND SPORTS METAPHORS
 - iv. AVOID IDIOMS THAT CANNOT BE EASILY TRANSLATED
 - v. BE KNOWLEDGEABLE about TOPICS TO AVOID
 - vi. WHEN AND HOW TO PRESENT NEGATIVE INFORMATION
 - 1. **AVOID words with: afraid, cannot, unable, I'm sure, unfortunately**
 - vii. HOW TO APOLOGIZE
 - 1. DO NOT APOLOGIZE WHEN YOU ARE NOT AT FAULT
 - 2. IF YOU APOLOGIZE DO IT ON TIME, THE EARLIER THE BETTER, BRIEFLY AND SINCERELY
- b. **ORAL COMMUNICATION STYLES**
 - i. THE TONE,
 - ii. POLITENESS
 - iii. FACIAL EXPRESSIONS
 - iv. INTERPRETAION OF QUESTIONS
 - v. VIEW OF AGGRESSIVNESS
 - vi. HOW TOPICS ARE DEFINED AND CHANGED
 - vii. RESPONSE TO SOMEONE WHO IS SHARING HIS/HER PROBLEM
 - viii. USE OF SILENCE
 - ix. VOICE QUALITIES
- c. **COMPANY'S WEBSITE TEXTS**
 - i. CONTENT SHOULD ANSWER YOUR READERS'QUESTIONS AND NEEDS
 - ii. BE BRIEF and NOT BORING
 - iii. ORGANIZE YOUR WEBSITE = READER FRIENDLY
 - iv. BE REALISTIC AND DIRECT

Chapter 12: Acculturation, Culture Shock and Intercultural Competence

❖ Acculturation

- Process whereby you **adapt to a new culture by adopting its values, attitudes and practices**
 - Adaptation during continuous and direct cross-cultural contact
 - Diet, climate, housing, communication, norms, values, etc.
- **Factors to bring cultures together**
 - **Mobility:** move into a new culture
 - **Voluntary immigration / Involuntary**
 - **Permanent stay / Temporary stay**
- **Acculturative stress**
 - The **anxiety and stress** associated **with acculturation**
 - Negative effects on one's physical and mental health

❖ Model of Acculturation

- **The culture influences the individual, and the individual influences the culture**
- **Acculturation of an individual is influenced by:**
 - **Communication:** level of effectiveness of the individual to communicate in the host culture
 - **Environment:** degree of the host culture to accept strangers
 - **Host receptivity:** the degree to which the host culture is receptive to strangers
 - **Host conformity pressure:** level of pressure on the new comers to conform
 - **Personal characteristics**

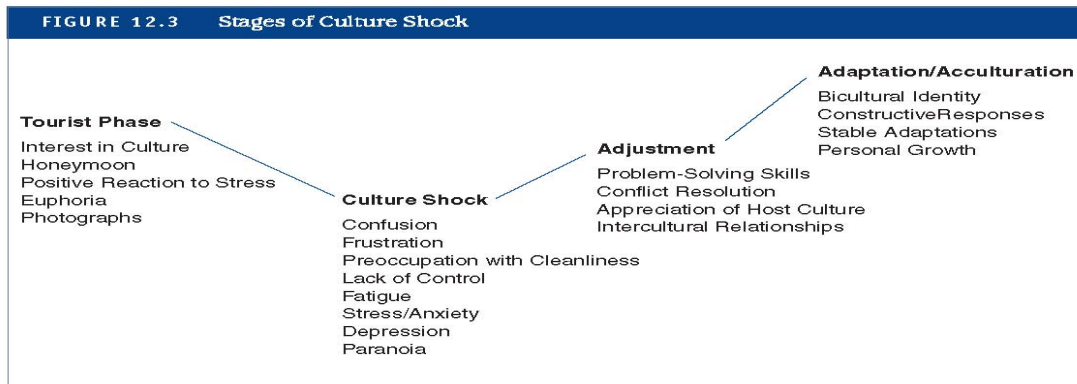
❖ Modes of Acculturation

Degree to which Native Cultural Identity is Maintained	High	Separation: Rejecting the host culture while maintaining the home culture	Integration: Acculturating the host culture while maintaining some aspects of home culture (bicultural identity)	Assimilation -The individual is in contact with host, but does not maintain its native culture identity
	Low	Marginalization: Rejecting both host and home culture	Assimilation: Fully acculturating into the host culture while not maintaining the home culture	Integration -Individual wants to be bicultural, maintains an identity in each cultural group
		Low	High	Separation -Identity and interaction with the native culture, isolation from the host
		Degree of Contact with Host Culture		Marginalization -Individual does not identify with the native or host
				Cultural Transmutation -The individual prefers to identify with a 3 rd

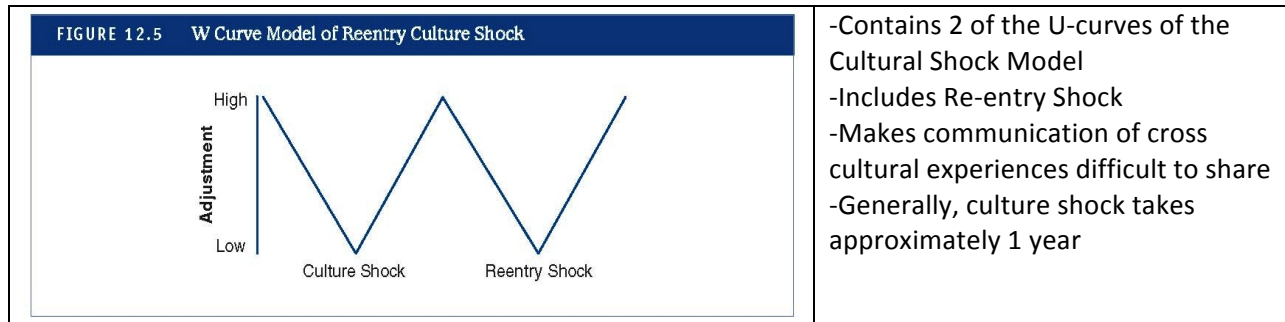
❖ Culture Shock

- 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**
 - During extended cross-cultural contact

❖ **Stages of Culture Shock**



❖ **W Curve of Culture Shock – Re-entry Shock**



❖ **Model of Intercultural Communication Competence**

Knowledge	Affective	Psychomotor	Elements	Situational
-At minimum a comprehension of values and beliefs -Influenced by cognitive, simplicity and rigidity, and ethnocentrism	-Motivation to interact with those from other cultures -Influenced by intercultural Communication Apprehension and Willingness to communicate	- Enactment (skill) of the knowledge and affective components	-Role Enactment -Verbal and nonverbal communication -Performance	-Competence varies in situations and context -Environment -Previous contact -Status differential -3 rd party interventions

❖ **Model of Integrated Intercultural Competence**

- Empathy
- Intercultural experience / training
- Approach tendencies
- Global attitude
- Listening skills

Corning - Vitro Case

Q1: Identify and discuss Corning's strategic predisposition toward a JV with Vitro

- To gain access to markets that it cannot penetrate quickly enough to obtain a competitive advantage
- Bring its technology to market

Q2: Cultural clashes among partners in JV are not a new issue. Discuss why an MNC and specifically Corning would be interested in fully understanding the culture of a potential partner before deciding on an alliance

- So that they go into a relationship that can be advantageous and to avoid cultural clashes by previously studying the culture that they will partner up with
- Also, it's a waste management's time to commit to a JV where you have not and do not plan on working to understand each other. Causes more resentment between the two companies.
- They should not have any major conflicts going into the JV, they had a culture conflict in which they chose to ignore until it disintegrated the relationship/JV between the two companies.
- Also, if Corning is interested in working with another Mexican company in the future, they should learn from their mistakes, work to understand the cultural differences.

Q3: If Corning and Vitro had decided to remain in the alliance how could they have overcome their differences to make the partnership a success?

- To make the partnerships a success, they could have more middle manager meetings to bring the cultures together, learn from each other, and educate their employees on each other's cultures so that there is a mutual understanding and respect within all levels of the organizations.
- Bring in a 3rd party to minimize uncertainty

Q4: Discuss why both companies would continue to distribute each other's products after the JV failed. What impact might the public statements about the failure have on this relationship?

- Alliances carry a lot of risk and misunderstandings, but significantly beneficial to the operations of a company if done carefully
- Both products are good products and they can still profit from it, increase commerce. They still respect each other's product and they will work to bring it to market
- They separated conflict from their "position" in the situation, seeing past their cultural clash as an obstacle. They did dissolve the JV but decided on a mutual distribution of each other's products.
- The Americans conflict style is engagement, meaning they have a direct communication style where they are emotionally expressive.
- The Mexicans have a more restrained and indirect communication style, where they value the integrity and image of both companies, which is known as accommodation.
- Americans are also individualistic, therefore result orientated and they are frustrated when feelings are not honestly asserted. Most likely did not appreciate the Mexicans avoidance of the conflict.
- They believe that conflict can be productive whereas Mexicans, collectivists, believe that conflict is threatening and unproductive and their process orientated instead of result orientated.