



USTANOVA ZA
OBRAZOVANJE
ODRASLIH | ADULT
EDUCATION
INSTITUTION

Erasmus+ Key action 2 Strategic partnership project:
ISLAND - Intercultural Skills and Learning Activities for New Development

Project number: 2016-1-IS01-KA204-017085

Mobility in Rijeka, Croatia

30/04/17 – 06/05/17



Developing Intercultural Competence in Practice

Anja Lončarić

Rijeka, 4th May 2017



Intercultural orientation with language integration

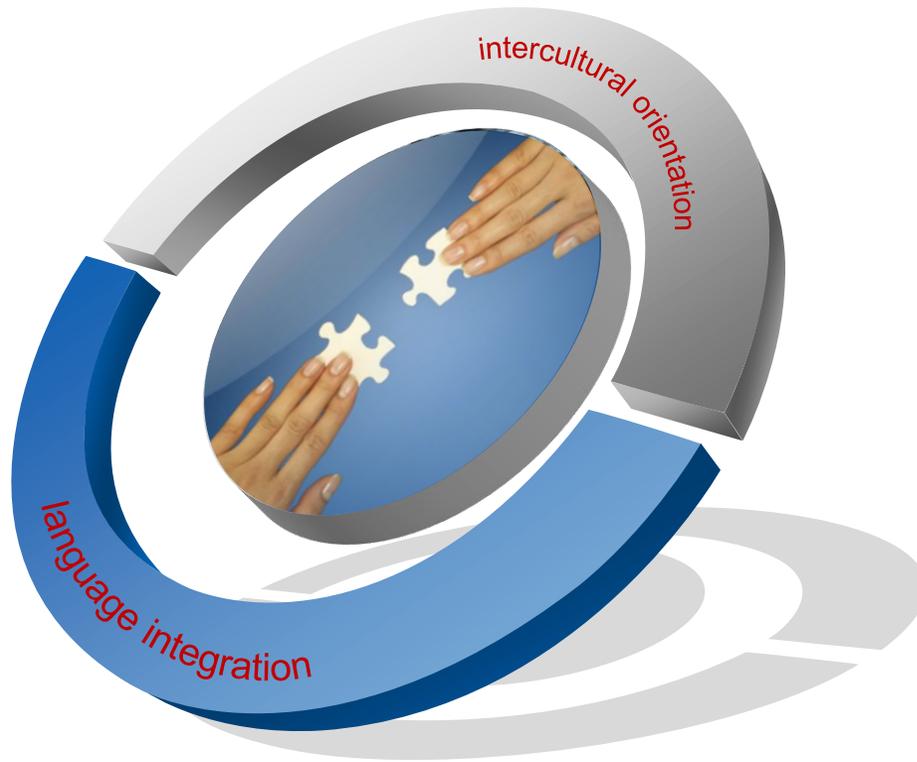
to help the learner to become aware of intercultural sensitivity

This is

- **not** a business English language course
- **not** just an intercultural course

it is.....

BOTH !



intercultural orientation

with

language integration

Objectives



to **gain a basic understanding culture** and of the **dimensions of culture** in order to see how they can be compared



to **reflect your own national culture** and the impact this has on **business culture**



to **raise awareness** of our own **personal culture** and sub-cultures



to **learn about some of the theories on** culture as described by Geert **Hofstede** and Richard D. **Lewis**



to **improve** our **English language skills** and understand the part **language** plays in **culture**.



to **reflect** on how we can use this information in our future business lives to be able to work well with people from other cultures.

We will be accompanying project team members at Bracken International.

Company

Bracken International is an international agrochemical company founded 35 years ago in Australia. Its head office was relocated to Switzerland, as its European business began to dominate. It now has offices throughout the world with significant operations in Australasia, Southeast Asia, Western Europe, and North and Central America.

The Project

As part of its business strategy, it has launched an innovation project which is designed to build on local initiatives and make sure they are transferred to other markets.

The project team is composed of six people from Mexico, Germany, UK, Malaysia, Australia and the U.S.A.

Project team member locations:



What might make working in an international team like the Bracken team challenging?

What is culture?

Culture

... culture is the way in which a group of people solves problems and reconciles dilemmas

Fons Trompenaars and Charles Hampden-Turner, „Riding the Waves of Culture“ 2nd ed. NICHOLAS BREALEY 2002 – 265 (p.6)

„the behaviour, patterns, symbols, institutions, values, and other human made components of the society“

J. Banks, „Teaching Strategies for Ethnic Studies“, 5th ed. ENGLEWOOD CLIFFS; NJ; PRENTICE HALL, 1984 (p. 52)

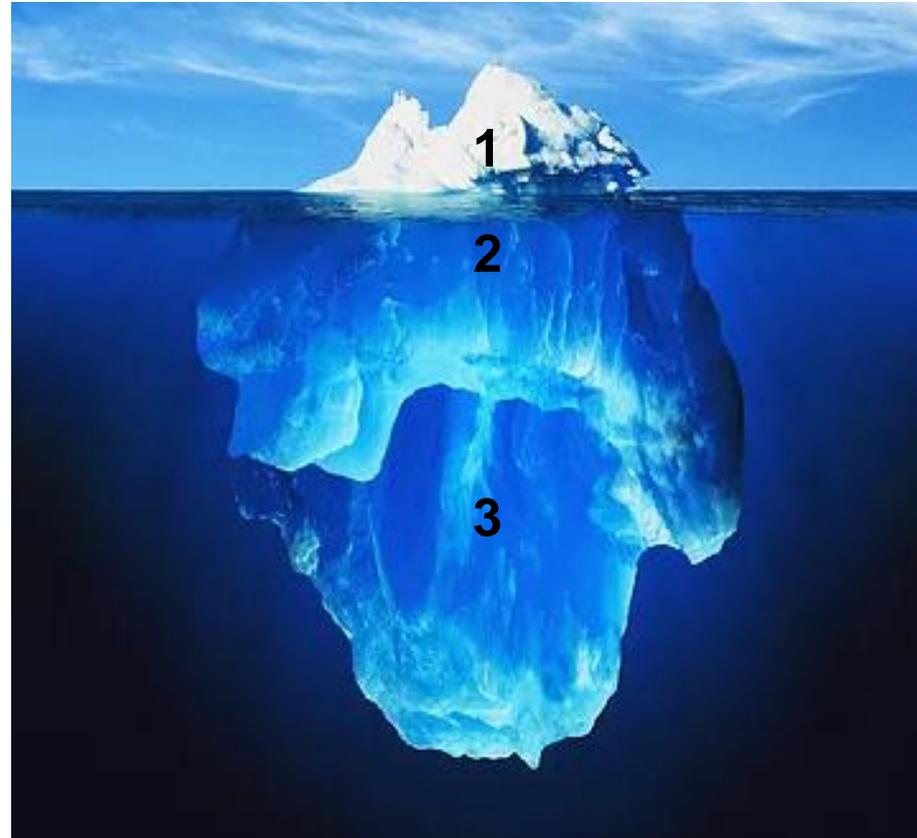
„The term culture ... refers to a group of individuals who think, feel and act in a similar way that sets them apart from other groups of individuals“

Gabriel Layes, „Handbook of Intercultural Communication and Cooperation “. Thomas/Kinast/Schroll-Machl (Eds) VANDENHOECK & RUPRECHT., 2010 -327 (p. 102)

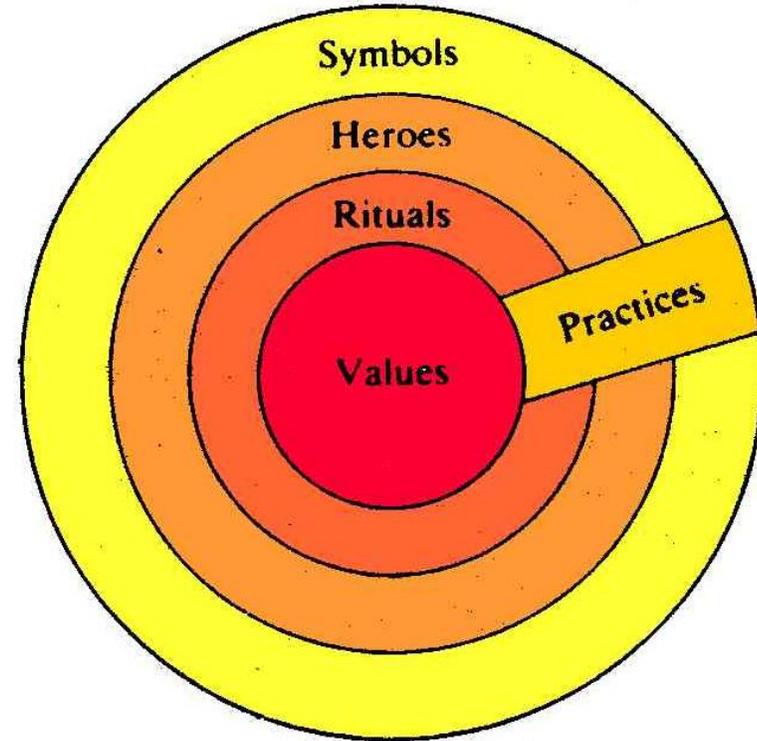
„Culture is the collective programming of the mind which distinguishes the members of one category of people from another.

Dr. Geert H. Hofstede, „Culture’s consequences: international differences in work-related values“ SAGE, 1984 -327 (p. 21)

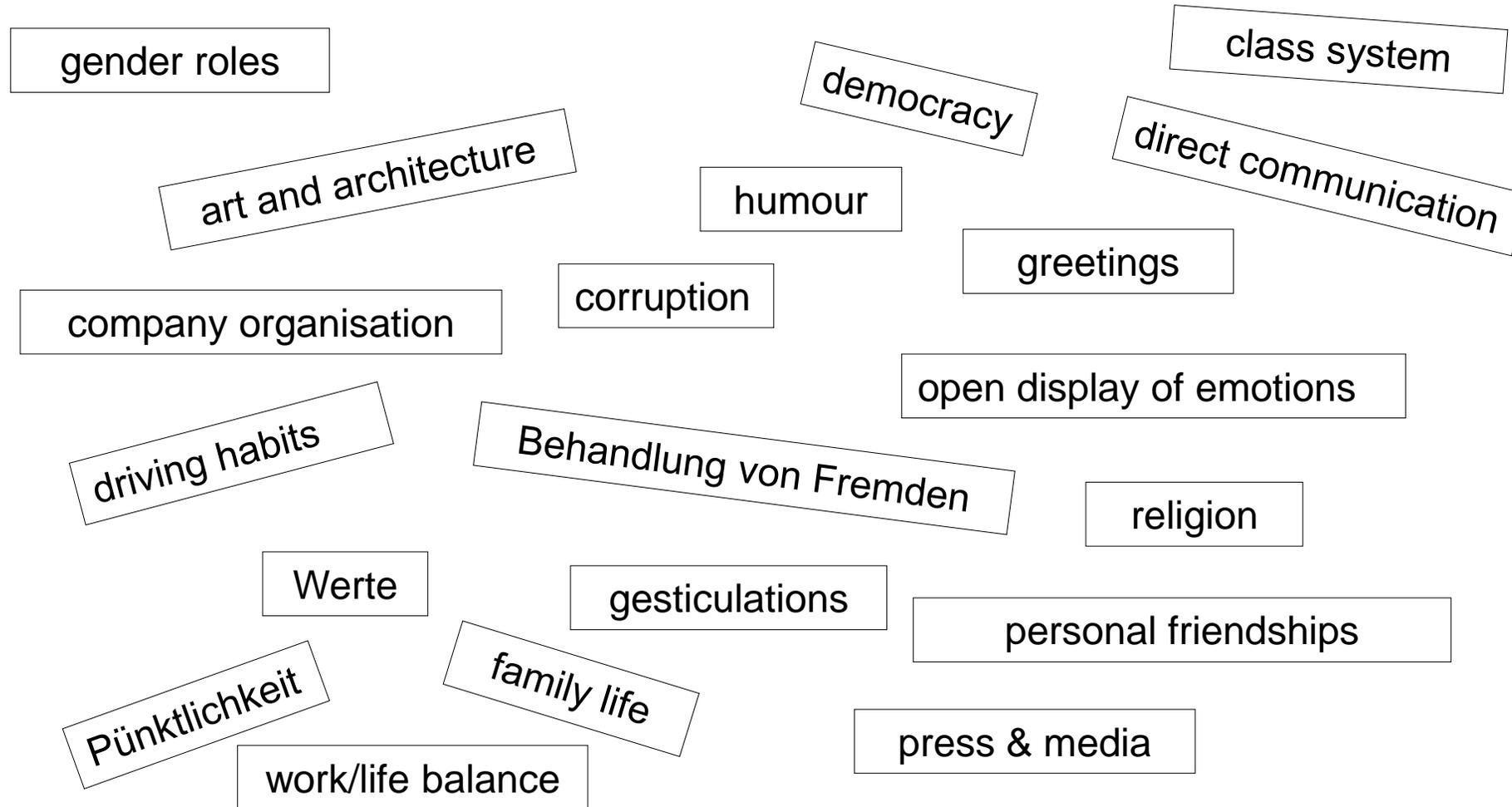
Culture iceberg



Culture onion (Geert H. Hofstede)



Where on your iceberg would you place these characteristics?

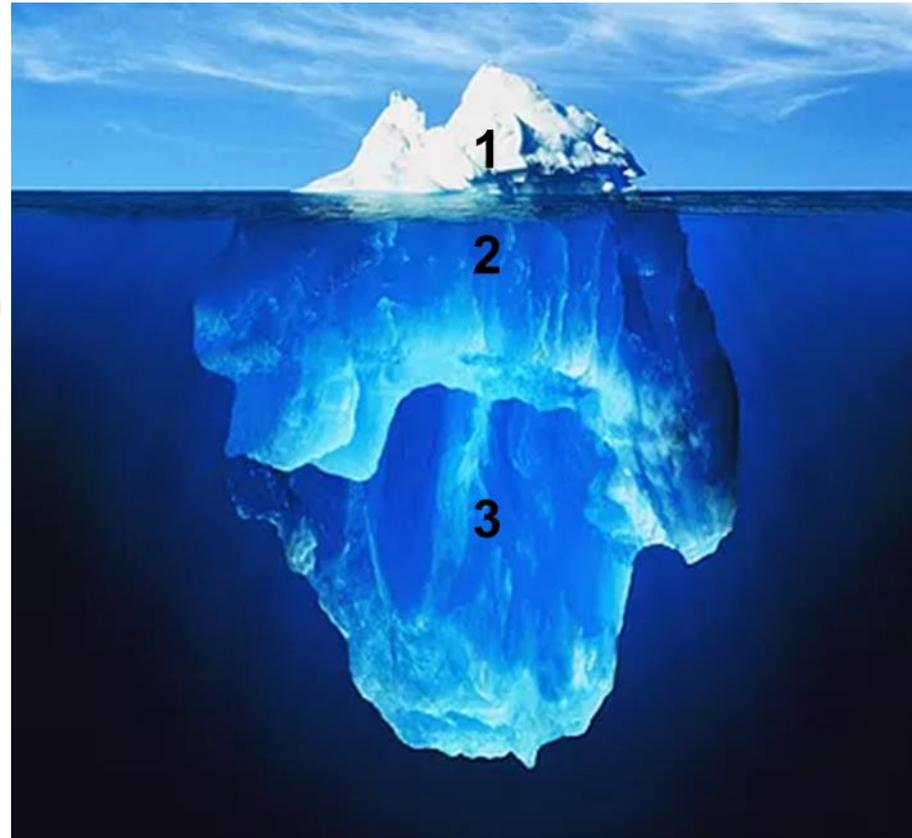


What is your understanding of culture?

art & architecture
greetings
driving habits

gender roles
company organisation
punctuality
press / media

dealing with the
unknown
values



open display of emotions
direct communication
gestures

corruption
personal friendships
humour
family life
work/life balance

religion
democracy
class system

Culture onion – explained

Symbols:

Words, gestures, pictures, objects that have a special meaning that is shared by people who share the same culture. E.g.: flags, dress, hairstyles and status symbols etc. belong to this category.

Heroes:

Persons, alive or dead, real or imaginary who function as a role model because they have characteristics that are highly valued in that culture. E.g. Asterix in France, Batman or Snoopy in the USA, Robin Hood or Churchill in the UK etc.

Rituals:

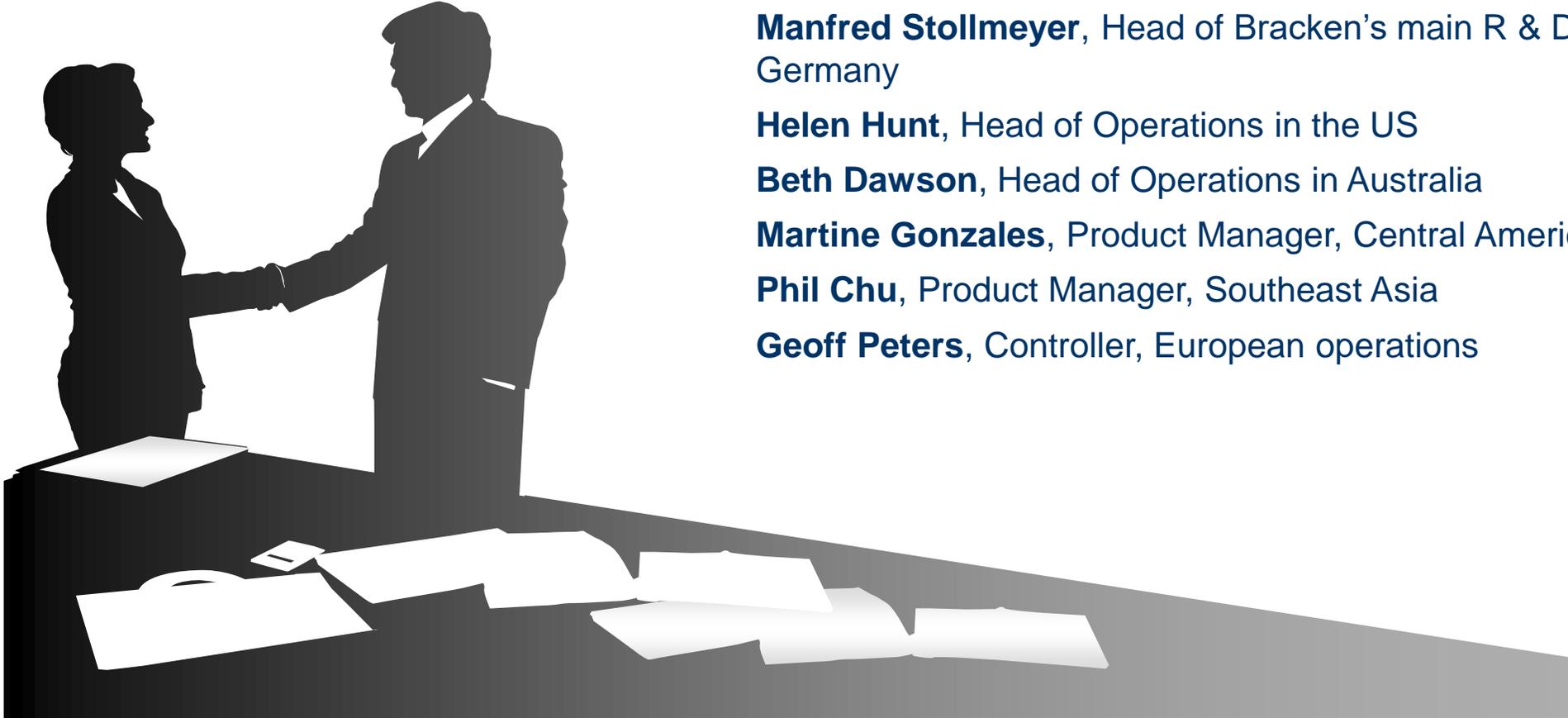
collective activities that may seem superfluous but are considered to be socially essential within a culture. E.g. ways of greeting, social and religious ceremonies etc.

Symbols, heroes and rituals fall under „**practices**” - visible to an outsider but true cultural meaning only interpreted by insiders.

Values:

Polarised and emotional criteria, mostly acquired during our early lives and passed from generation to generation. Used to judge actions and situations such as good or bad, beautiful or ugly, rational or irrational etc. Values are often unconsciously held. Some values become ‚norms’ and form a person’s **basic assumptions** of what is instinctively right or wrong.

Bracken International



The project team:

Manfred Stollmeyer, Head of Bracken's main R & D facility in Germany

Helen Hunt, Head of Operations in the US

Beth Dawson, Head of Operations in Australia

Martine Gonzales, Product Manager, Central America

Phil Chu, Product Manager, Southeast Asia

Geoff Peters, Controller, European operations

Video task

Introductions

What differences do you notice in the way the team member introduce themselves?

Unit 1
Team
Understanding
Scene 1

Unit 1
Team
Understanding
Scene 2



**Now, let's watch Martine's and
Manfred's self-reflection**



Unit 1
Team
Understanding
Scene 2
Reflection



SMALL talk is BIG talk

My own style

1. Tick the adjectives which apply to you
2. Count the ticks in each box

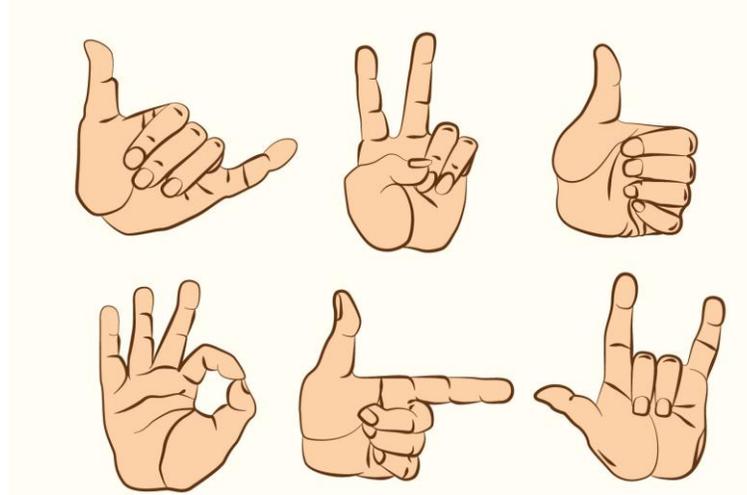
| | | | |
|----------------------|-----------------------|-----------------------|------------------------|
| ambitious | forceful | animated | life of the party |
| fast-paced | lots of drive | big picture person | enjoy people |
| creative | strong willed | not detail oriented | confident |
| controlling | take charge | energetic | sense of humour |
| courageous | independent | innovative | like variety |
| outcome oriented | possibilities creator | persuasive | charming |
| opinionated | easily bored | spontaneous | curious |
| decisive | leader | outgoing | says the right thing |
| takes risks | assertive | good communicator | impulsive |
| competitive | outspoken | appears light hearted | laugh easily |
| friendly | knowledgeable | intellectual | systematic |
| methodical | mentor | goes by the rules | idealistic |
| trust builder | anticipates needs | traditional | painstakingly accurate |
| empathic | understanding | private | loyal |
| leader | patient | diplomatic | perfectionist |
| peacemaker | easy going | deliberate | withhold self |
| pleasant | reserved | high standards | detail oriented |
| dislikes conflict | positive | consider all options | predictable |
| careful | cooperative | hesitant to act | thorough |
| concerned for others | objective | organised | orderly |

What do the colours mean?

- **DIRECTOR**
- **PRESENTER**
- **MEDIATOR**
- **STRATEGIST**

Hand gestures around the world

<https://www.youtube.com/watch?v=6MhJxPffkY>



Kisses

<https://www.youtube.com/watch?v=cXS9u2GuPgM>

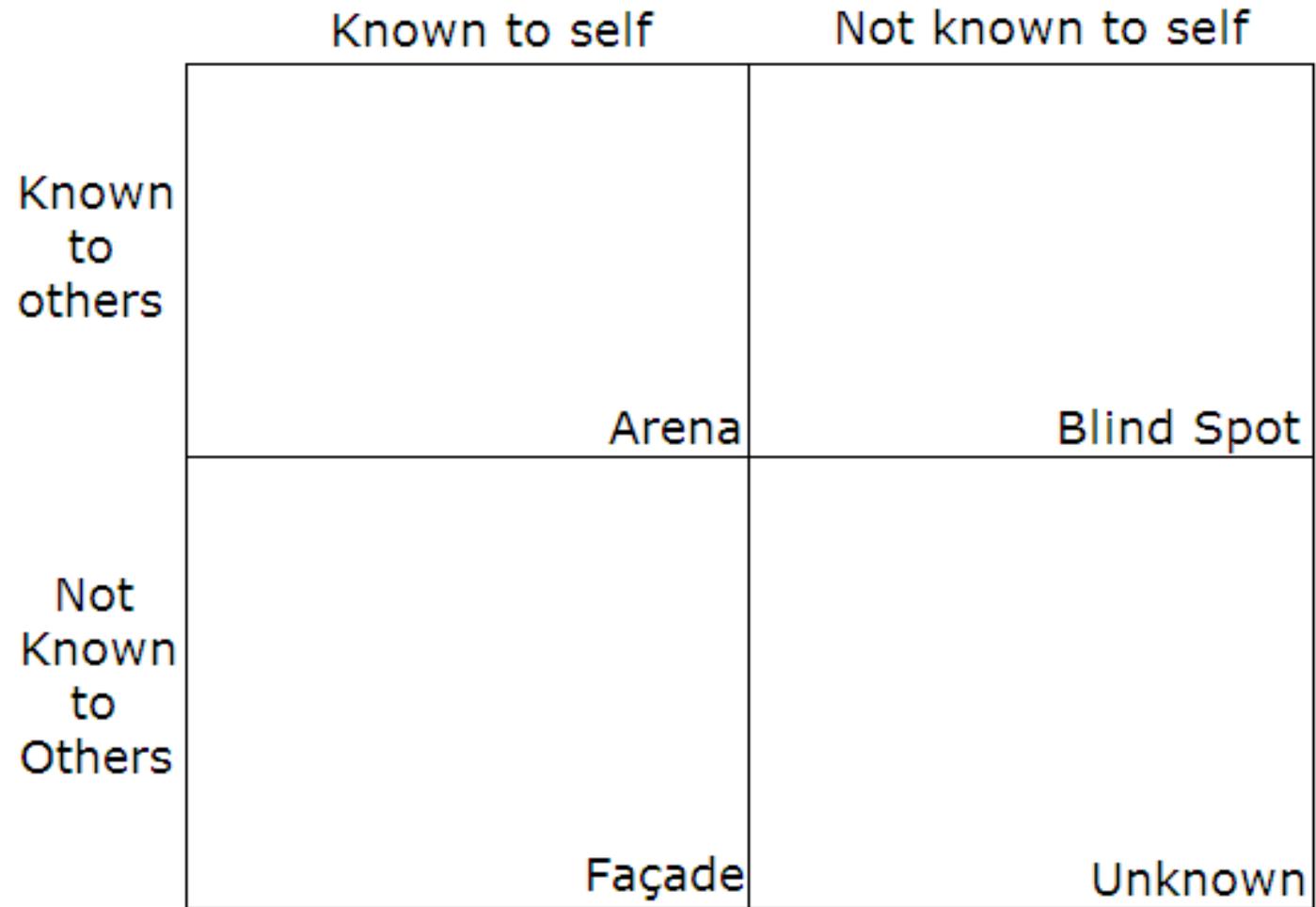


Shaking hands

<https://www.youtube.com/watch?v=x2dGvRtDtw>



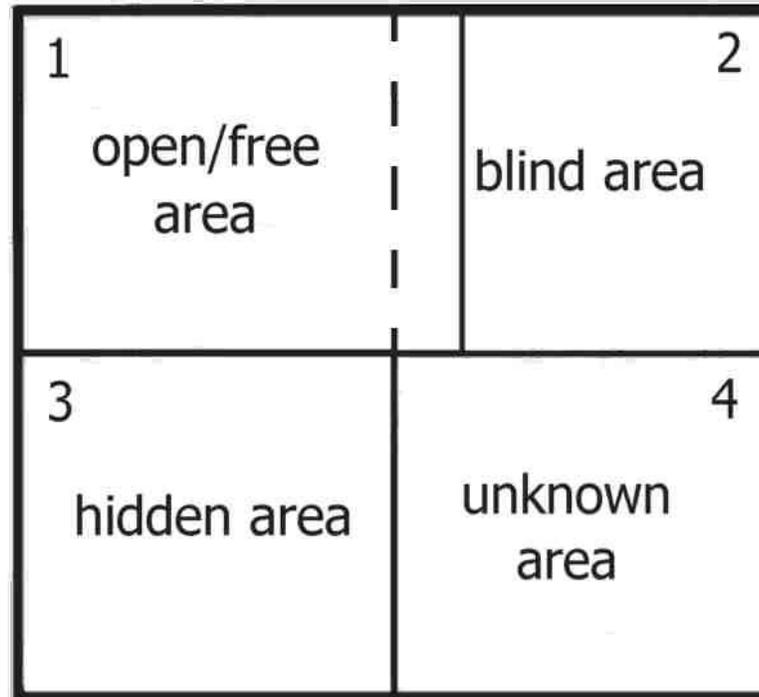
Johari Window



Created by psychologists Joseph Luft (1916–2014) and Harrington Ingham (1916–1995) in 1955.

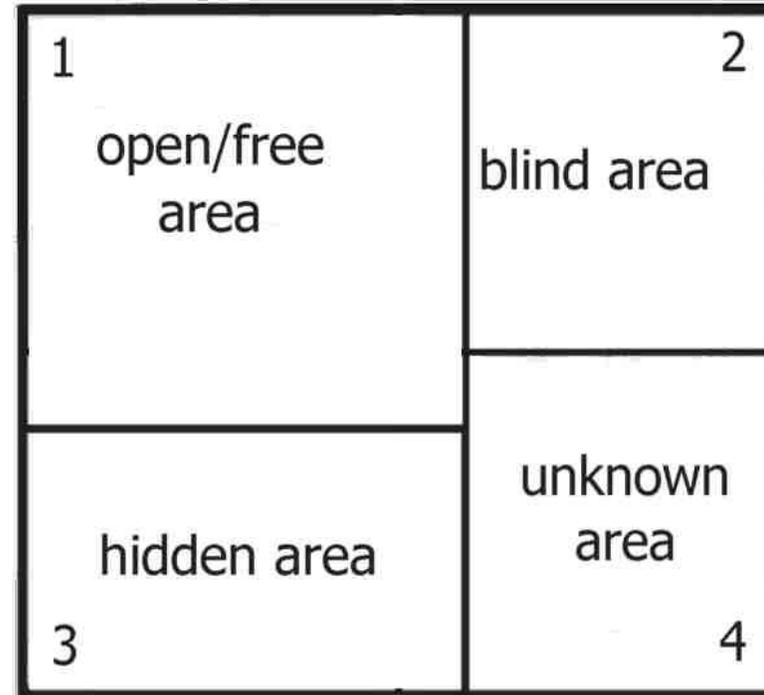
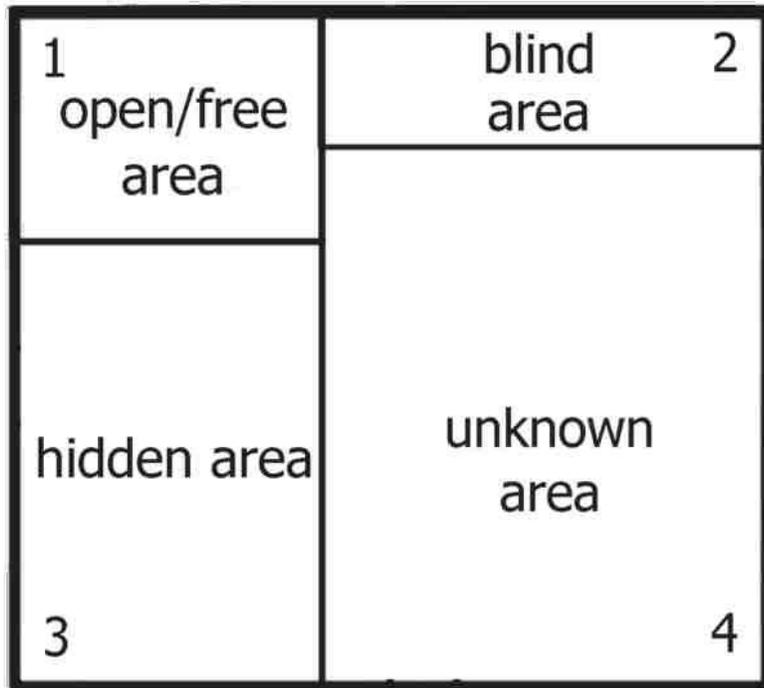
Johari Window

- Here you see how gradually the open/free area, the arena, gets larger. This can be through feedback from others or through experience.

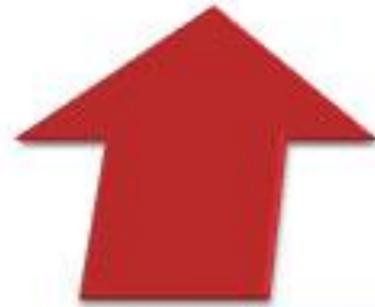


Johari Window

What do you think these 2 windows show?



Communication



Bottom Up



Top Down

**Discuss with your group and find the advantages
and disadvantages of both**

Do you like talking to a superior (boss/professor) on a one to one basis?

Do you like discussing things with your boss/professor in a team?

Detail oriented or big picture?

Are you a big picture person or are you someone who likes to focus on detail?

How does this affect the way you learn and communicate with others?



Social Interaction

What is your understanding of social interaction?

What happens in Croatia?

Focussing of key cultural areas



Building relationship



Names



Greetings



Small talk



Hospitality and entertaining



Use of language

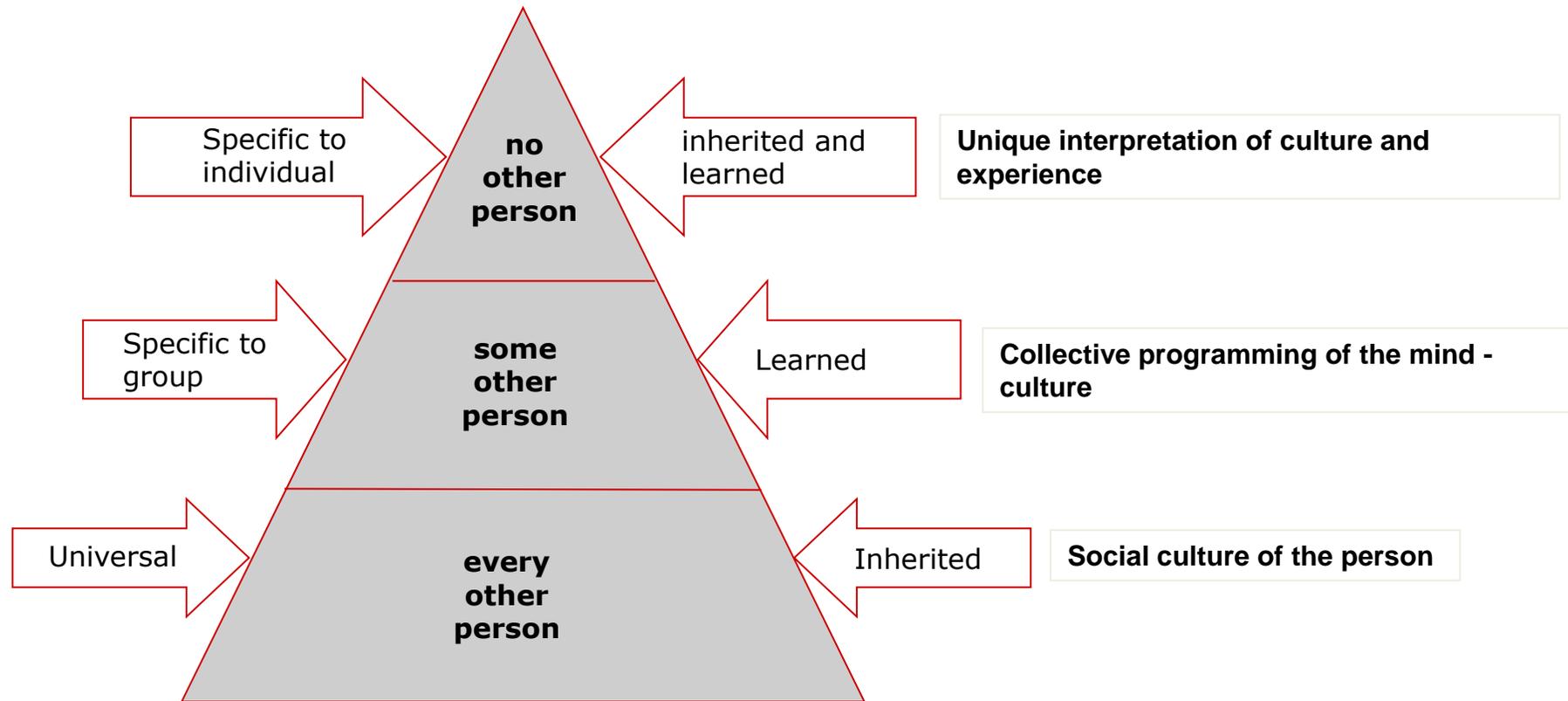


Non-verbal communication

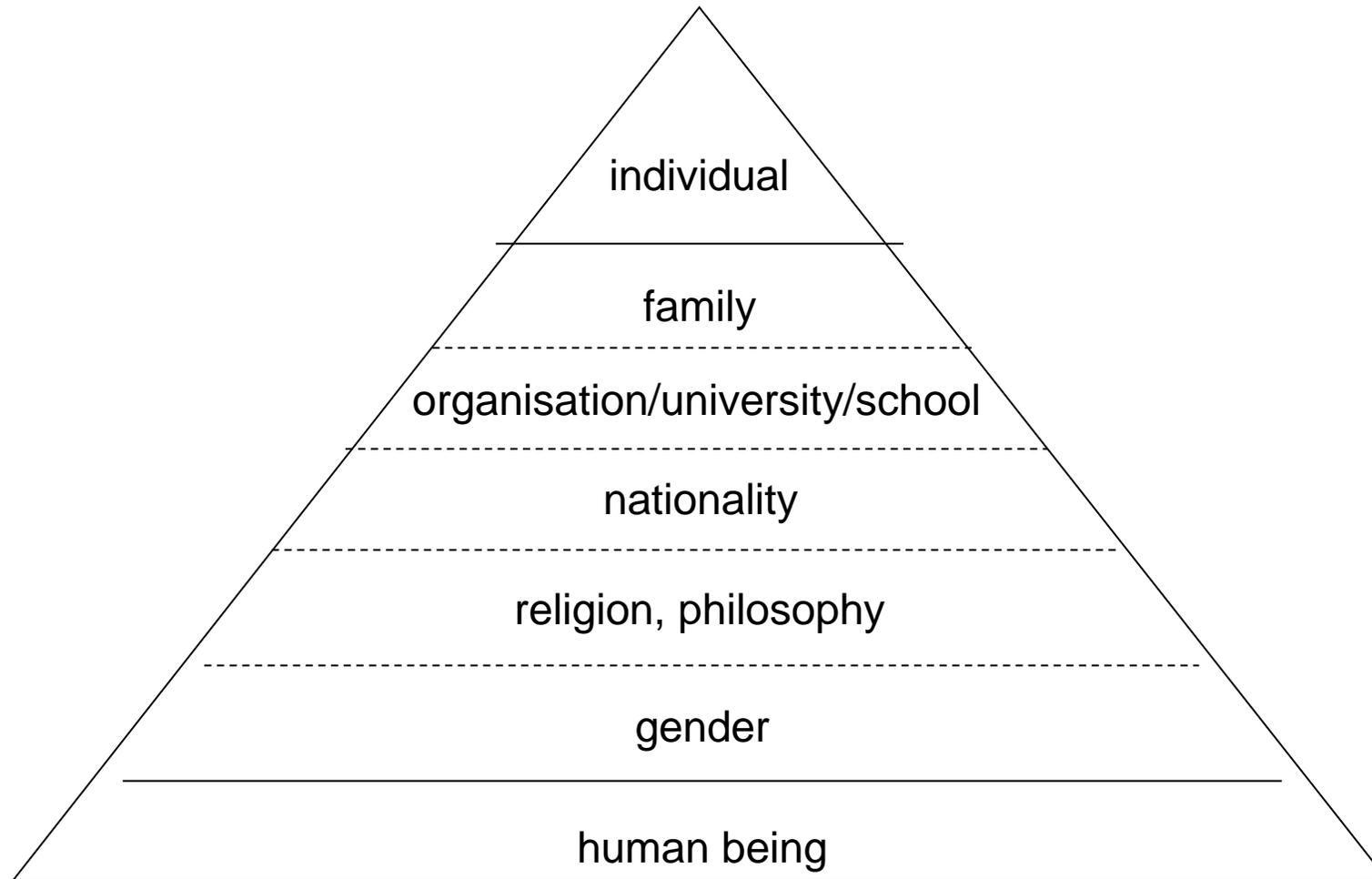


Culture pyramid

In some ways every person is like...



Pyramid of personal culture



Adapted and translated from Kumbruck/Derboven: ‚Interkulturelles Training‘ Springer Medizin Verlag, 2006.

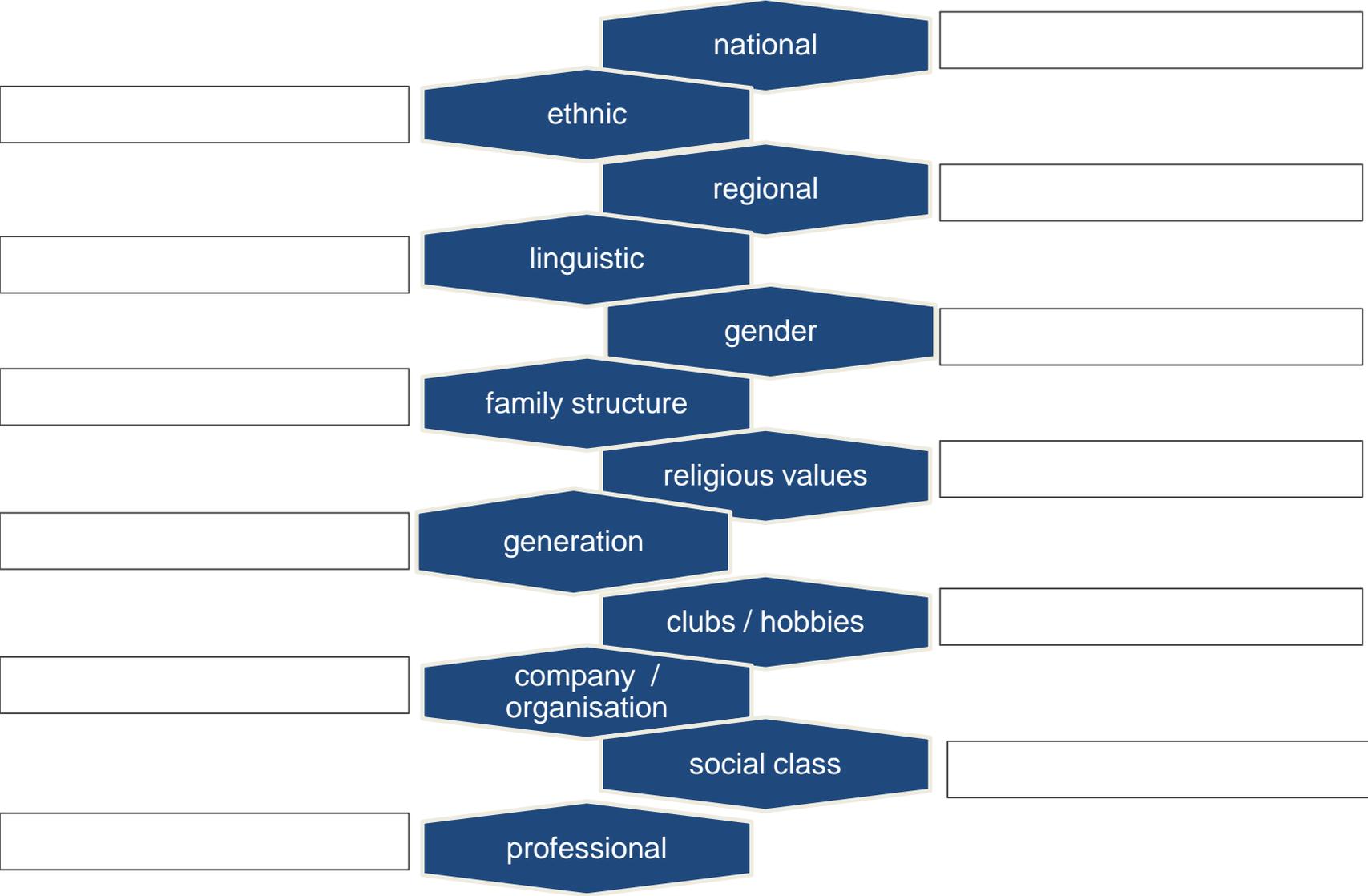
Culture

- + Culture helps create identity
- + Cultures are like maps and as such aid orientation
- + Culture describes the common behavioural patterns and their shared interpretation
- + We are born into some cultures and „voluntarily“ join others
- + We cannot shake off the influence our culture has on us, but we can learn to be aware of, and deal with, that influence.

Which cultural groups have influenced you?

Which cultures have made you who you are?

What shaped you?



Culture

- Dynamic:

Cultures are not static, they are dynamic and continually change and develop. Some elements of culture change more quickly while others only very slowly!

- Heterogenous:

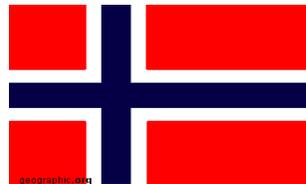
Cultures are not homogenous entities. They are formed by several different cultures. Individuals belong to many different cultures at the same time

- Hybrid:

A culture contains elements of other cultures.

Cultural Input – implications of individualism

Have another look at Hofstede's five cultural dimensions and compare Croatia, Germany, Iceland, Italy and Norway



Individualism or Collectivism?

Do these statements belong to more individualistic or collectivistic cultures?

Identity as part of the group
Conflicts and debates are encouraged

Individual decisions are preferred

Group decisions considered to be better

Individual initiative is frowned upon

Expectation that employees have to fight for their own interests

Striving for autonomy and flexibility

Striving for harmony, conformity and rules

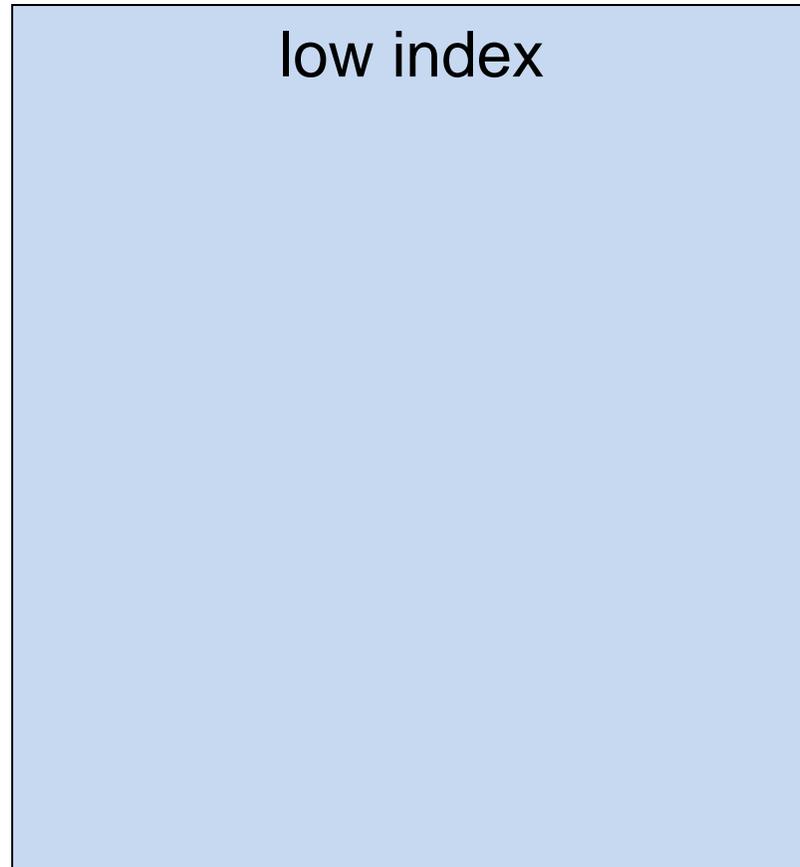
Expectation that the company acts on behalf of the interests of the employees

Individual initiative is encouraged

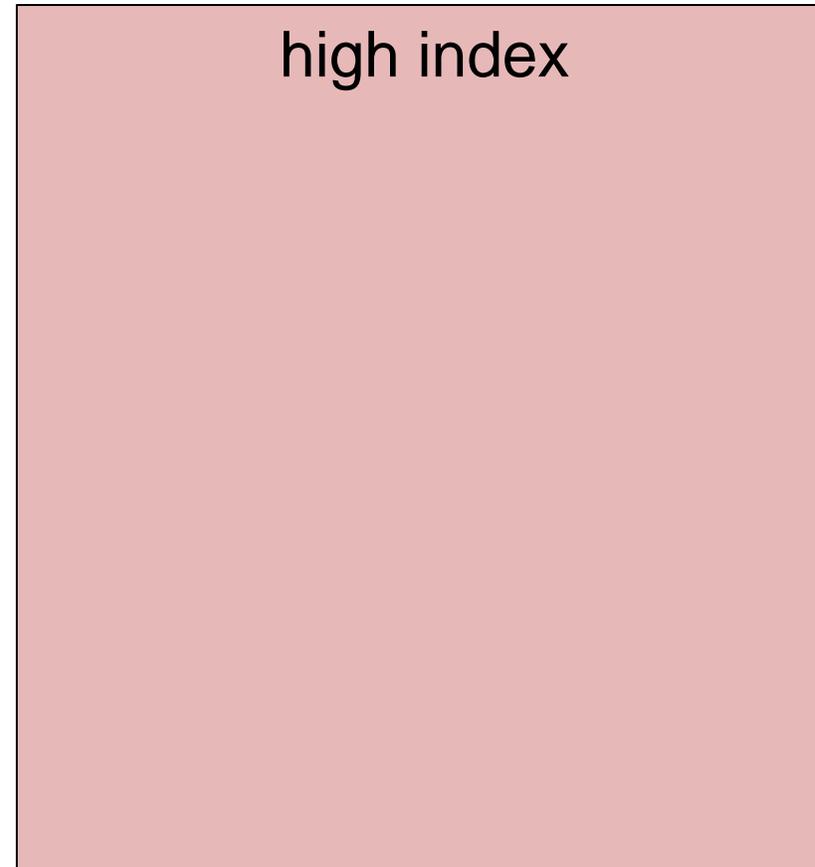
Individualism or Collectivism?

Now enter the cultural implications of individualism into their respective box

low index



high index



Communication styles

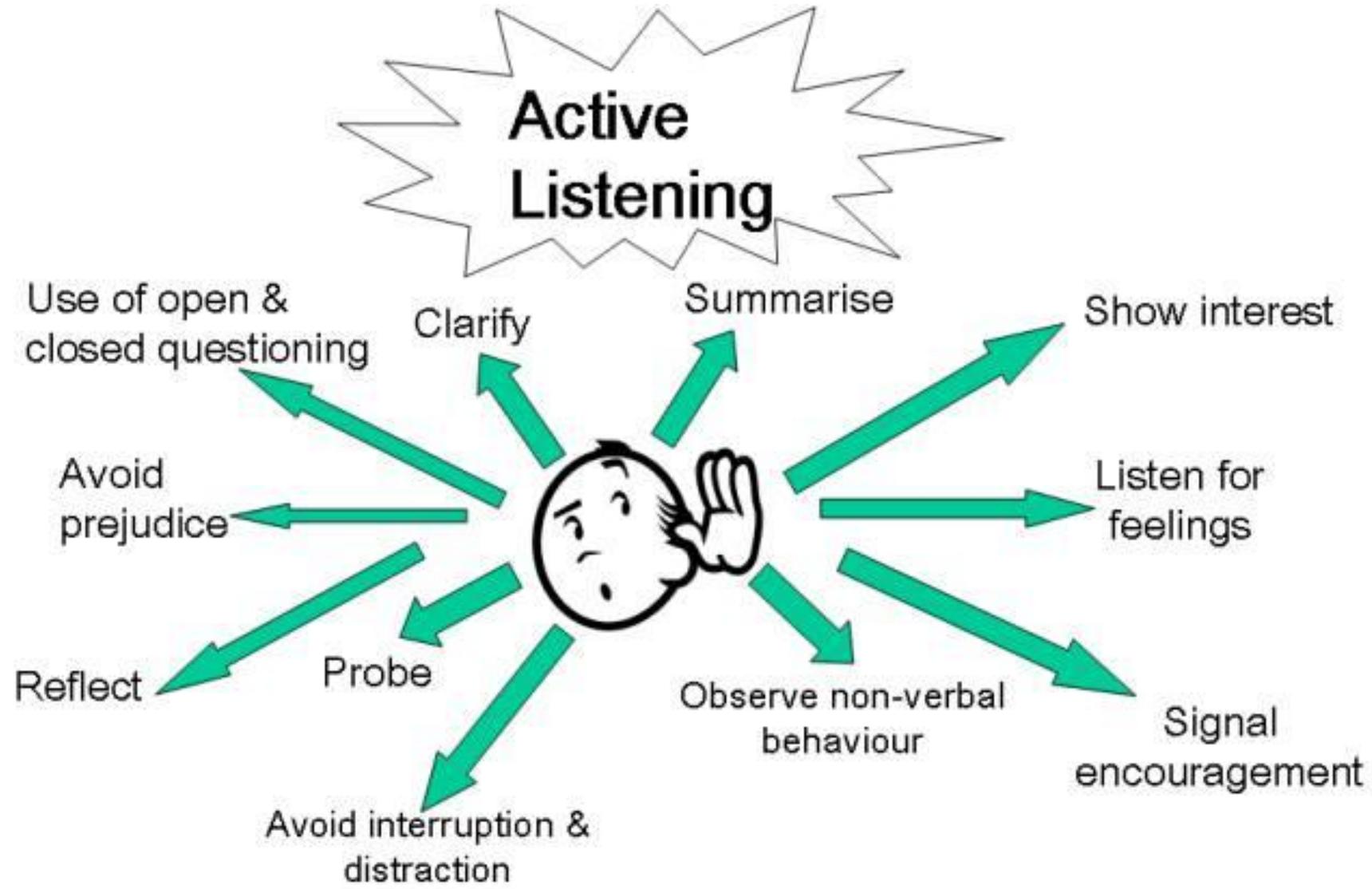


| | | |
|------------------|----|-------------------|
| distanced | ←→ | close |
| structured | ←→ | flexible |
| formal | ←→ | informal |
| proactive | ←→ | reactive |
| complex | ←→ | simple |
| direct | ←→ | indirect |
| emotional | ←→ | neutral |
| expansive | ←→ | concise |
| fast | ←→ | slow |
| problem-oriented | ←→ | solution-focused |
| optimistic | ←→ | realistic |
| statement-maker | ←→ | question-maker |
| content-oriented | ←→ | relation-oriented |
| silent listener | ←→ | active listener |

Active listening



What exactly is active listening?



+ Low context culture

+ High context culture

How do you see the culture of your organisation?

Is it more cooperative or competitive?

What does that mean when you are working with others in a team?

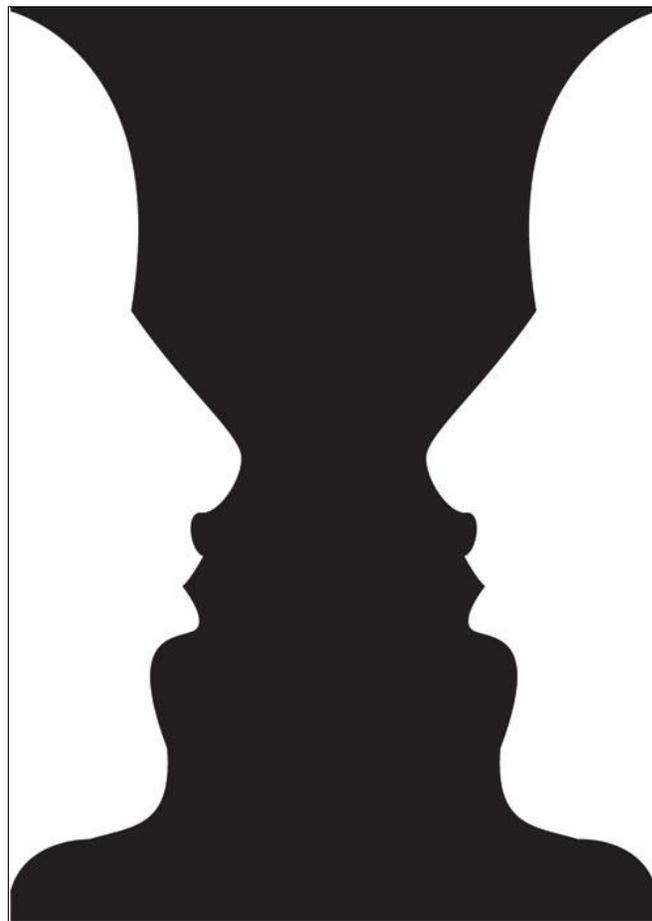


Culture - Perception

The ability to see things differently



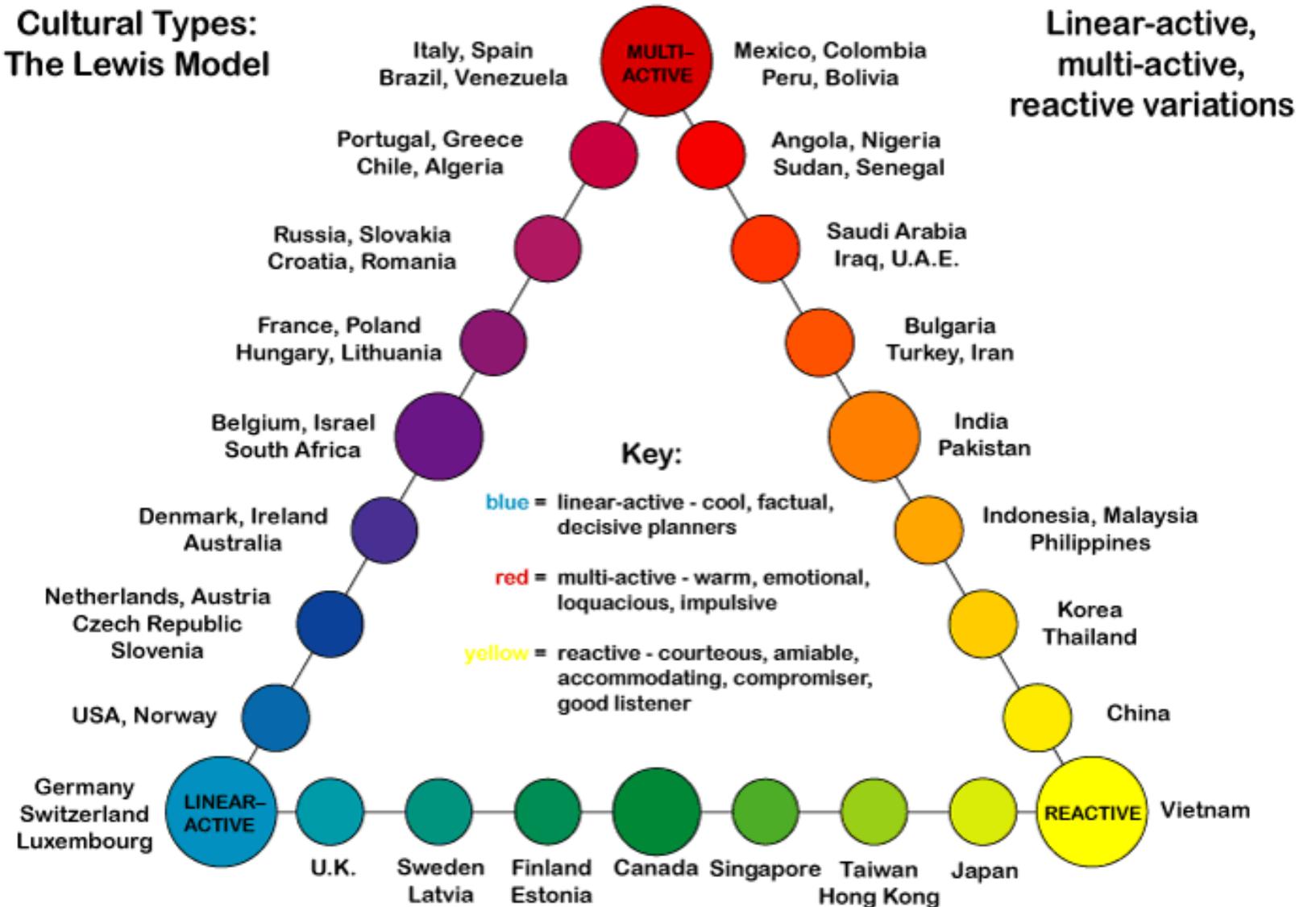
Culture – Perception



The Lewis Cultural Dimension Model from 'When Cultures Collide'

<https://www.youtube.com/watch?v=wKydIMWHwSc>
<https://www.youtube.com/watch?v=T98wFx73V0>

Cultural Types: The Lewis Model



The Lewis Model from 'WHEN CULTURES COLLIDE'

Common traits of Linear-Active, Multi-Active and Reactive categories

| Linear-Active | Multi-Active | Reactive |
|--------------------------|-----------------------------|------------------------------|
| introvert | extrovert | introvert |
| patient | impatient | patient |
| quiet | talkative | silent |
| minds own business | inquisitive | respectful |
| likes privacy | gregarious | good listener |
| plans ahead methodically | plans grand outline only | looks at general principles |
| does one thing at a time | does several things at once | reacts |
| works fixed hours | works any hours | flexible hours |
| punctual | not punctual | punctual |
| dominated by schedules | schedule unpredictable | reacts to partner's schedule |
| sticks to plans | changes plans | makes slight changes |

1. What did you enjoy most?
2. What was the most interesting thing that you learned?
3. What did you find most difficult?
4. How will you implement what your have learned?
5. Is there anything you would like to have done more of?