COMMUNICATION
No matter what job you have in life, your success will be determined 5% by your academic credentials, 15% by your professional experiences, and 80% by your communication skills.
COMMUNICATION

WHAT

HOW

WHEN

WHY
In general, there’s no “right” or “wrong”, just DIFFERENT

If you want to get business done right, respect the other party’s values even if you don’t share them

As a chef I’m not your dietitian or your ethicist, I’m in the pleasure business.

Anthony Bourdain
Protesters holding signs that read: 
- McDonald's 
- Beef Donald's 
- French Fries (100%) Non-V
UNDERSTAND YOUR CUSTOMERS, HOW THEY BEHAVE, WHAT THEIR VALUES ARE, WHAT THEY LIKE, THINK, BELIEVE, FEEL, ETC.

EMPATHY
Global dexterity  
'ɡlə-berəl"  
'dek-ˈster-ə-tē, ˈste-rə-" to be able to adapt your behavior to conform to new cultural contexts without losing your authentic self in the process; being appropriate and effective, but without compromising who you are; to develop a way to customize or personalize how you act in the new culture so you act appropriately but at the same time maintain your own personal integrity.
1. Understand the differences and your own cultural code (your “personal comfort zone”)
2. Identify the “zone of appropriateness” of the new culture
3. Learn to accommodate your behavior without losing yourself in the process
DANGER
MINEFIELD
Beware of the “PENDULUM” effect!

“OVERSWITCHING”
Introduction

Culture & CRM

Culture, defined

Assessing U.S. culture

Applicability

Closing

STUDY MODELS

CONTENTS
Richard D. Lewis

**Source:** Wikipedia

**Born:** July 13, 1930 (age 84)
Billinge, Lancashire, United Kingdom

**Residence:** Warrington, United Kingdom

**Nationality:** British

**Occupation:** Chairman, Richard Lewis Communications Ltd

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**When Cultures Collide:**
LEADING ACROSS CULTURES

Richard D. Lewis

Nicholas Brealey International
The LMR ("Lewis") Model

KEY:
- Warm, emotional, loquacious, impulsive
- Courteous, amiable, accommodating, compromiser, good listener
- Cool, factual, decisive planners

Source: Richard Lewis Communications Ltd.

Gerard Hendrik Hofstede

Born: 2 October 1928 (age 86)
Nationality: Netherlands
Fields: Social psychology, Anthropology

Cultures and Organizations
Software for the Mind
Inter-cultural Cooperation and its Importance for Survival
The Hofstede ("6-D") Model

Power Distance

Masculinity

Uncertainty Avoidance

Pragmatism

Indulgence

Masculinity:
preference in society for achievement, heroism, assertiveness and material rewards for success (society at large is more competitive).

Femininity:
preference for cooperation, modesty, caring for the weak and quality of life (society at large is more consensus-oriented).

The degree to which the members of a society feel uncomfortable with uncertainty and ambiguity; how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen?

Strong UA: rigid codes of belief and behavior and intolerance for unorthodox behavior and ideas.

Weak UA: more relaxed attitude, practice counts more than principles.

Links with past versus dealing with the challenges of the present and the future.

Low score: prefer to maintain time-honored traditions and norms; societal change seen with suspicion.

High score: more pragmatic approach, thrift as a way to prepare for the future.

Indulgence (high score): society allows relatively free gratification of basic and natural human drives related to enjoying life and having fun.

Restraint (low score): society suppresses gratification of needs and regulates it by means of only strict social norms.

Individualism:
individuals are expected to take care of only themselves and their immediate families.

Collectivism:
individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty.

The degree to which the less powerful members of a society accept and expect that power is distributed unequally.

Source: The Hofstede Centre
Erin Meyer

Adjunct Professor,
Organizational Behavior
INSEAD
8 Dimensions of Cultural Difference

- Communicating
- Evaluating
- Persuading
- Leading
- Deciding
- Trusting
- Disagreeing
- Scheduling

Source: Erin Meyer & HBR
8 Dimensions of Cultural Difference

1- Communicating

Low Context
precise, simple, explicit

High Context
nuanced, layered

Source: Erin Meyer & HBR
8 Dimensions of Cultural Difference

2- Evaluating

Direct Feedback

Indirect Feedback

Source: Erin Meyer & HBR
8 Dimensions of Cultural Difference

3- Persuading

Principles First

Applications First

Source: Erin Meyer & HBR
8 Dimensions of Cultural Difference

4- Leading

Egalitarian

Hierarchical
5- Deciding

8 Dimensions of Cultural Difference

Consensual

Top-Down

Source: Erin Meyer & HBR
8 Dimensions of Cultural Difference

6- Trusting

Task-Based
from the head

Relationship-Based
from the heart

Source: Erin Meyer & HBR
8 Dimensions of Cultural Difference

7- Disagreeing

Confrontational

Non-Confrontational

Source: Erin Meyer & HBR
8 Dimensions of Cultural Difference

8- Scheduling

Linear Time

Flexible Time

Source: Erin Meyer & HBR