



MPV_COMA
Communication
and Managerial
Skills Training
Seminar 4

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Content

- Negotiation
 - Preparation
 - The Persuasion Tools Model
- Communication at workplace
- Intercultural communication
 - Cultural dimensions
 - Cultural orientation
 - Cultural awareness
 - Stereotypes

Negotiation

- a careful **exploration** of your position and the other person's position, with the goal of finding **a mutually acceptable compromise** that gives you both as much of what you want as possible.
- People's positions are rarely as fundamentally opposed as they may initially appear



Negotiation: Preparation

- **Goals**
- **Trades**
- **Alternatives**
- **Relationships**
- **Expected outcomes**
- **The consequences**
- **Power**
- **Possible solutions**

Negotiation: Preparation

- **Goals:**
 - What do **you** want to get out of the negotiation?
 - What do you think the **other person** wants?
- **Trades:**
 - What do you each have that the other **wants**?
 - What are you each comfortable **giving away**?
- **Alternatives:**
 - What alternatives do you have if you don't reach agreement?
Are these good or bad?
 - How much does it **matter** if you do not reach agreement?
 - Does failure to reach an agreement cut you out of **future opportunities**?
 - And what alternatives might the other person have?

Negotiation: Preparation

- **Relationships:**

- What is the history of the relationship?
- Could or should this history **impact** the negotiation?
- Will there be any **hidden issues** that may influence the negotiation?
- How will you handle these?

- **Expected outcomes:**

- What **outcome** will people be expecting from this negotiation?
- What has the outcome been in the **past**, and what precedents have been set?

- **The consequences:**

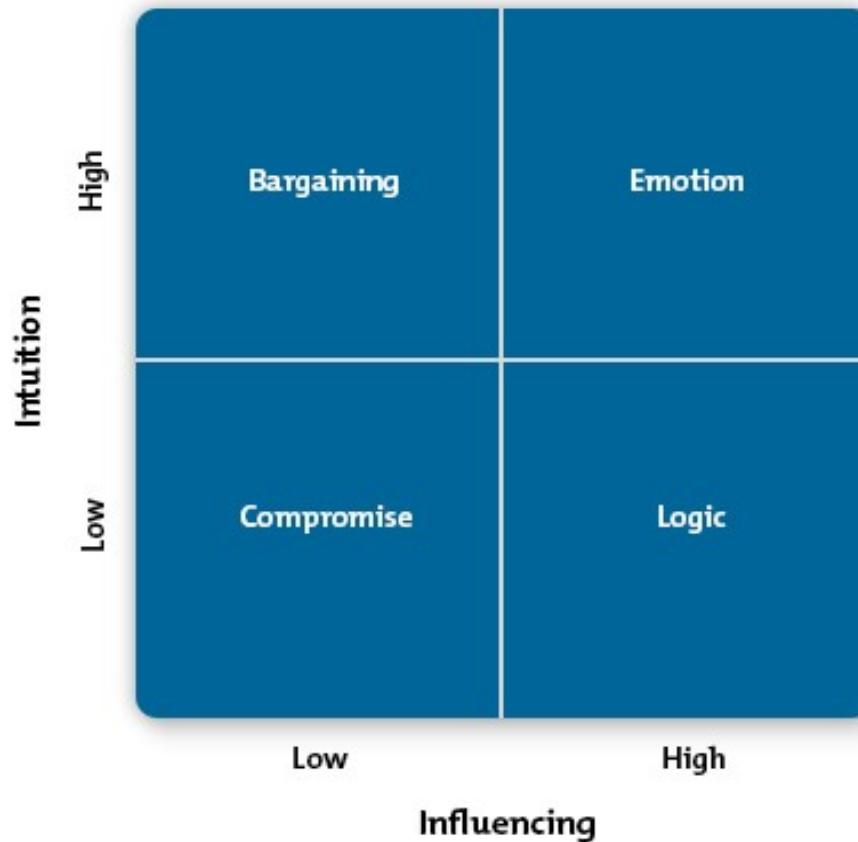
- What are the **consequences** for **you** of winning or losing this negotiation?
- What are the consequences for the **other person**?

Negotiation: Preparation

- **Power:**
 - Who has what **power** in the relationship?
 - Who **controls resources**?
 - Who **stands to lose** the most if agreement isn't reached?
- **Possible solutions:**
 - Based on all of the considerations, what **possible compromises** might there be?

Negotiation

The Persuasion Tools Model





Communication at workplace

- Word games
- Rumors

Intercultural communication

- "Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster.,,
G.Hofstede.



Intercultural communication

Hofstede's cultural dimensions

- Power Distance Index (PDI)
- Individualism versus Collectivism (IDV)
- Masculinity versus Femininity (MAS)
- Pragmatic versus Normative (PRA)
- Indulgence versus Restraint (IND)



Intercultural communication

Hofstede's cultural dimensions

- **Power Distance Index (PDI)**

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

- Application:

- In a high PD country such as Malaysia, you would probably send reports only to top management and have closed-door meetings where only select powerful leaders were in attendance.

PD	Characteristics	Tips
High PD	<ul style="list-style-type: none">• Centralized companies.• Strong hierarchies.• Large gaps in compensation, authority, and respect.	<ul style="list-style-type: none">• Acknowledge a leader's power.• Be aware that you may need to go to the top for answers
Low PD	<ul style="list-style-type: none">• Flatter organizations.• Supervisors and employees are considered almost as equals.	<ul style="list-style-type: none">• Use teamwork.• Involve as many people as possible in decision making.

Intercultural communication

Hofstede's cultural dimensions

- **Individualism versus Collectivism (IDV)**

refers to the strength of the ties people have to others within the community.

- Application:

Central American countries (low IDV) – a marketing campaign that emphasized benefits to the community or that tied into a popular political movement would likely be understood and well received.

IDV	Characteristics	Tips
High IDV	<ul style="list-style-type: none"> • High valuation on people's time and their need for freedom. • An enjoyment of challenges, and an expectation of rewards for hard work. • Respect for privacy. 	<ul style="list-style-type: none"> • Acknowledge accomplishments. • Don't ask for too much personal information. • Encourage debate and expression of own ideas.
Low IDV	<ul style="list-style-type: none"> • Emphasis on building skills and becoming masters of something. • Work for intrinsic rewards. • Harmony more important than honesty. 	<ul style="list-style-type: none"> • Show respect for age and wisdom. • Suppress feelings and emotions to work in harmony. • Respect traditions and introduce change slowly.



Intercultural communication

Hofstede's cultural dimensions

- **Masculinity versus Femininity (MAS)**

refers to how much a society sticks with, and values, traditional male and female roles.

- Application:

If you were to open an office in Japan (high MAS), you might have greater success if you have a strong male contingent on the team.

In Sweden (low MAS), on the other hand, you would aim for a team that was balanced in terms of skill rather than gender.

MAS	Characteristics	Tips
High MAS	<ul style="list-style-type: none"> • Men are masculine and women are feminine. • There is a well defined distinction between men's work and women's work. 	<ul style="list-style-type: none"> • Be aware that people may expect male and female roles to be distinct. • Advise men to avoid discussing emotions or making emotionally based decisions or arguments.
Low MAS	<ul style="list-style-type: none"> • A woman can do anything a man can do. • Powerful and successful women are admired and respected. 	<ul style="list-style-type: none"> • Avoid an "old boys' club" mentality. • Ensure job design and practices are not discriminatory to either gender. • Treat men and women equally.



Intercultural communication

Hofstede's cultural dimensions

- **Uncertainty Avoidance Index (UAI)**

the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity.

- Application:

when discussing a project with people in Belgium (high UAI), you should investigate the various options and then present a limited number of choices, but have very detailed information available on your contingency and risk plans.

UAI	Characteristics	Tips
High UAI	<ul style="list-style-type: none"> • Very formal business conduct with lots of rules and policies. • Need and expect structure. • Sense of nervousness spurns high levels of emotion and expression. • Differences are avoided. 	<ul style="list-style-type: none"> • Be clear and concise about your expectations and parameters. • Plan and prepare, communicate often and early, provide detailed plans, and focus on the tactical aspects of a job or project. • Express your emotions through hand gestures and raised voices.
Low UAI	<ul style="list-style-type: none"> • Informal business attitude. • More concern with long term strategy than what is happening on a daily basis. • Accepting of change and risk. 	<ul style="list-style-type: none"> • Do not impose rules or structure unnecessarily. • Minimize your emotional response by being calm and contemplating situations before speaking. • Express curiosity when you discover differences.

Intercultural communication

Hofstede's cultural dimensions

- **Pragmatic versus Normative (PRA)**

describes how people relate to the fact that so much that happens around us cannot be explained.

- Application:

people in the U.S. and U.K. don't value tradition as much as many others, and are therefore likely to be willing to help you execute the most innovative plans as long as they get to participate fully

LTO	Characteristics	Tips
High LTO Long Term Orientation (Normative)	<ul style="list-style-type: none"> • Family is the basis of society. • Parents and men have more authority than young people and women. • Strong work ethic. • High value placed on education and training. 	<ul style="list-style-type: none"> • Show respect for traditions. • Do not display extravagance or act frivolously. • Reward perseverance, loyalty, and commitment. • Avoid doing anything that would cause another to "lose face."
Low LTO (Pragmatic)	<ul style="list-style-type: none"> • Promotion of equality. • High creativity, individualism. • Treat others as you would like to be treated. • Self-actualization is sought. 	<ul style="list-style-type: none"> • Expect to live by the same standards and rules you create. • Be respectful of others. • Do not hesitate to introduce necessary changes.

Intercultural communication

Hofstede's cultural dimensions

- **Indulgence versus Restraint (IND)**

- Indulgence – allowing relatively free gratification of basic drives related to enjoying life and having fun.
- Restraint – suppressing gratification of needs and regulates it by means of strict social norms.



Intercultural communication

Cultural Differences

- **Orientation to time**

Monochronic/polychronic

- **Context of communication**

High-context/low-context

- **Future vs Present vs Past Orientation**

Intercultural communication

Orientation to time

Monochronic

- Tend to do one thing at a time
- Are not easily distracted
- Commit to work
- Place importance on deadlines
- Stick to plans
- Value and respect privacy

Polychronic

- Do several things at the same time
- Are sensitive to distractions
- Commit to relationships
- Place less importance on deadlines
- Change plans often and easily
- Value connection

Intercultural communication

Context of communication

Low-context

- things are fully (though concisely) spelled out
- things are made explicit
- more responsibility is placed on the listener

High-context

- communication is much more implicit or communicated in indirect ways
- vulnerable to communication breakdowns

Intercultural communication

Future vs Present vs Past Orientation

- **Past-oriented cultures**

- tradition
- direct their efforts and resources and invest them in what already exists.
- prefer old age to youth

- **Present-oriented cultures**

- prefer short-term benefits and immediate results

- **Future-oriented cultures**

- more abstract, more imaginative, more creative
- invest efforts and resources in an ephemeral vision
- more likely to have a youth cult



Intercultural communication

Cultural Awareness

- What values does this culture embrace? How do those values compare with those of your culture?
- How do people make decisions, conduct relationships, and display emotion?
- How does this culture treat time and scheduling?
- What are the social rules and boundaries surrounding gender?
- How does this culture display and respect power? Which authority figures are revered?
- How do individuals relate to their employers?
- How do people in this culture communicate? How direct are they in what they say and mean?



Intercultural communication

Common Cross-Cultural Mistakes

- Food
 - talking during a meal
 - how much you eat
 - eating habits
- Body Language and Gestures
- Clothing and Color
 - removing your shoes before entering a home
 - Attention to clothing
 - Color of clothing
- Personal Space

Intercultural communication

Quiz on Intercultural Competence



- Laughter in Japan can be a sign of confusion, insecurity or embarrassment true or false?

True

Intercultural communication

Quiz on Intercultural Competence



- Wearing gloves in Russia when shaking hands is considered polite true or false?

False

Intercultural communication

Quiz on Intercultural Competence

- Leaving right after dinner in Central America is considered well-mannered as it means you've been well fed true or false?



True

Intercultural communication Quiz on Intercultural Competence



- In Brazil, flicking your fingers under your chin is a sign of disgust true or false?

False

Intercultural communication Quiz on Intercultural Competence

- If you want to show your respect for an elder in Africa, do not look them directly in the eye true or false?



True

Intercultural communication

Quiz on Intercultural Competence



- Keeping your hands in your pockets while negotiating in Russia is rude true or false?

True



Intercultural communication

Gestures

- Gestures across cultures

<http://www.youtube.com/watch?v=pxoB6MhmbIq>

Intercultural communication

Stereotypes

- **Prejudice -> Stereotypes -> Discrimination**
- **Prejudice** – an opinion or judgment formed without sufficient examination/ before becoming aware of the relevant facts of a case.
- **Stereotype** – a thought that may be adopted about specific types of individuals or certain ways of doing things
- **Discrimination** – prejudicial treatment of an individual based on their actual or perceived membership in a certain group or category

Intercultural communication

Stereotypes

- Cultural Diversity Examples: Avoid Stereotypes while communicating

<http://www.youtube.com/watch?v=XUO59Emi3eo>

Sources (negotiation part):

- Win win negotiation

<http://www.mindtools.com/CommSkill/NegotiationSkills.htm>

- The Persuasion Tools Model

http://www.mindtools.com/pages/article/newCS_80.htm

Sources (intercultural communication part):

- The Hofstede Centre

<http://geert-hofstede.com/dimensions.html>

- Hofstede's Cultural Dimensions

http://www.mindtools.com/pages/article/newLDR_66.htm

- Avoiding Cross-Cultural Faux Pas

<http://www.mindtools.com/pages/article/cross-cultural-mistakes.htm>

- Quiz on Intercultural Competence

<https://suite101.com/a/quiz-on-intercultural-competence-a24543>



Thank you for attention!