



**A quick look at
some other cultural
variables**



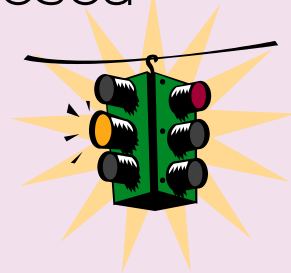
Some other variables

- Universalism vs. Particularism
- Public vs. Private spheres
- Cognitive vs. Affective
- Meyer's "Culture Map"

Universalism vs Particularism: Examples

Note: intro case – Janet Clesca

Germany: the red traffic light




In education: e.g. absence from an exam
Making an exception for a student in difficulty
or
Treating everyone the same

Which is fair?

Another example

01/ The Car Accident



You are riding in a car driven by a close friend. He hits a pedestrian. You know he was going at least thirty-five miles per hour. There are no witnesses other than you. His lawyer says that if you testify under oath that he was driving only twenty miles per hour, you will save him from serious consequences.

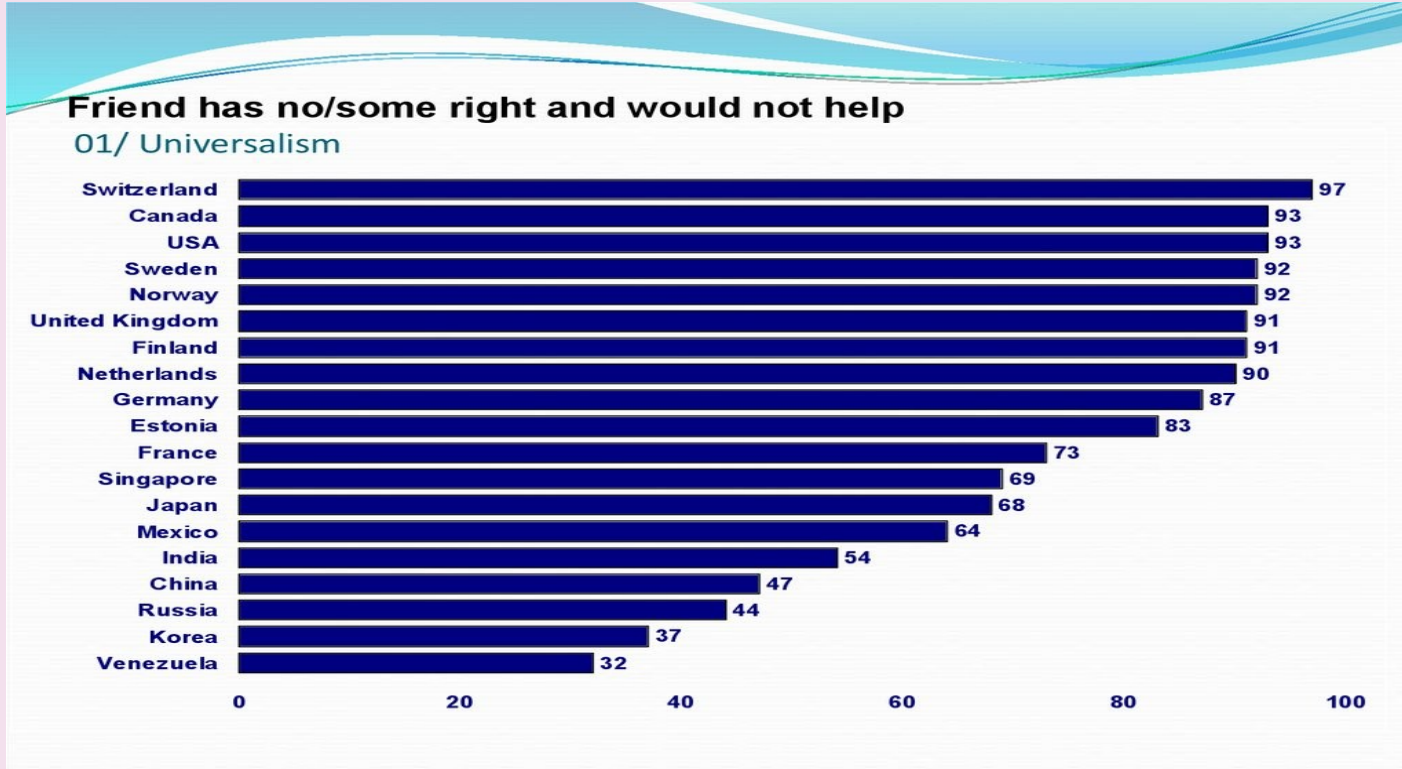
What right has your friend to expect you to protect him?

My friend has no right that I “protect” him by not telling the truth

My friend has some right that I act as a friend to protect him

My friend has every right that I “protect” him by not telling the truth

Differences in response



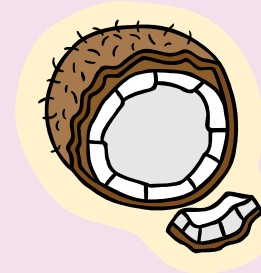
Source: Trompenaars, 1993

Public Versus Private Space - interaction

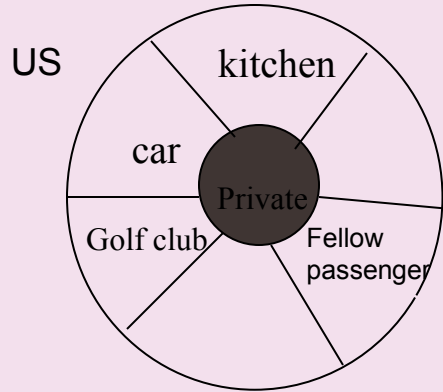
United States



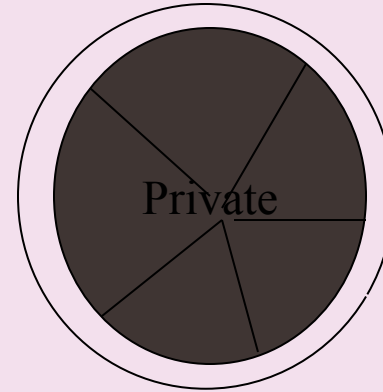
Many other countries



Lewin's circles



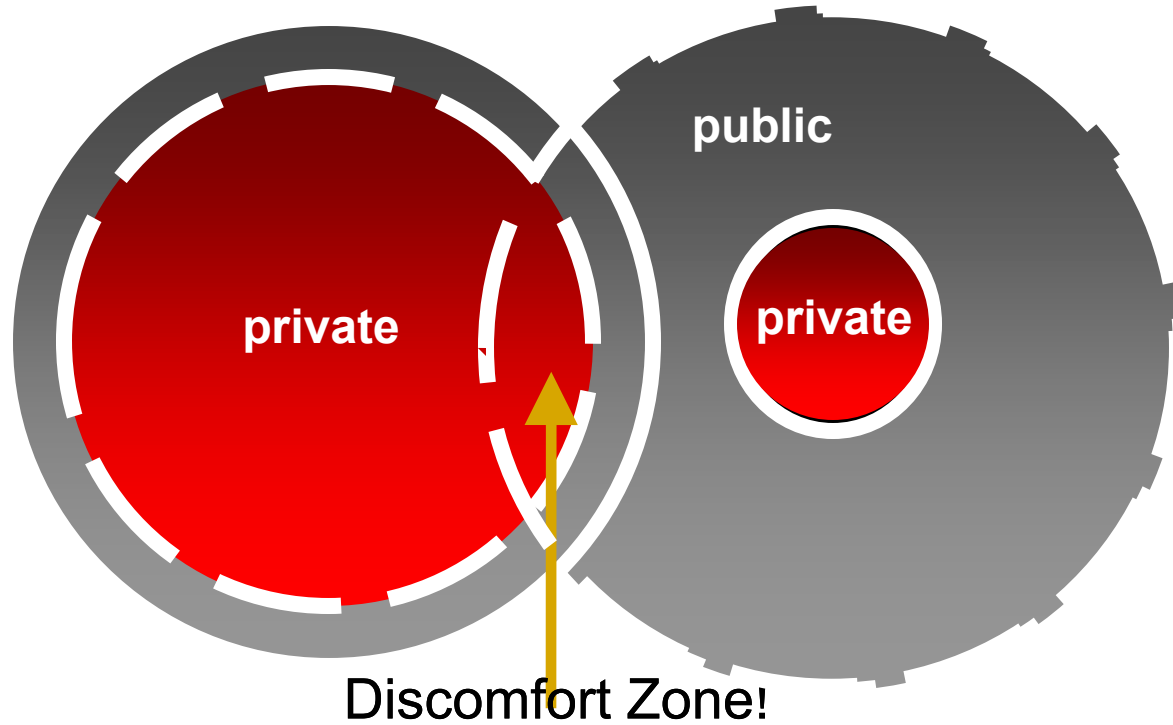
Many activities in
« public » sphere



Many other countries

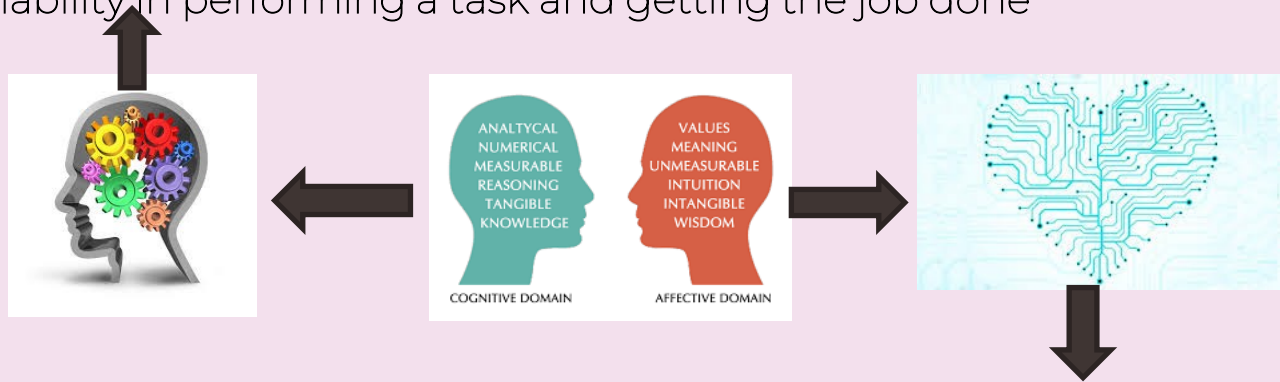
Many activities in
« private » sphere

Public and Private Types



2 types of trust

- A number of researchers recognise cognitive trust and affective trust as forms of perception and trust building in businesses and across cultures.
- Cognitive trust is based on the others' work and their abilities, skills and reliability in performing a task and getting the job done



- Affective trust means taking the time to get to know others better and establish a connection and emotional proximity in order to develop relationships.

A short video extract

- <https://hbr.org/video/4631884629001/getting-to-yes-across-cultures>

(from 1:01)

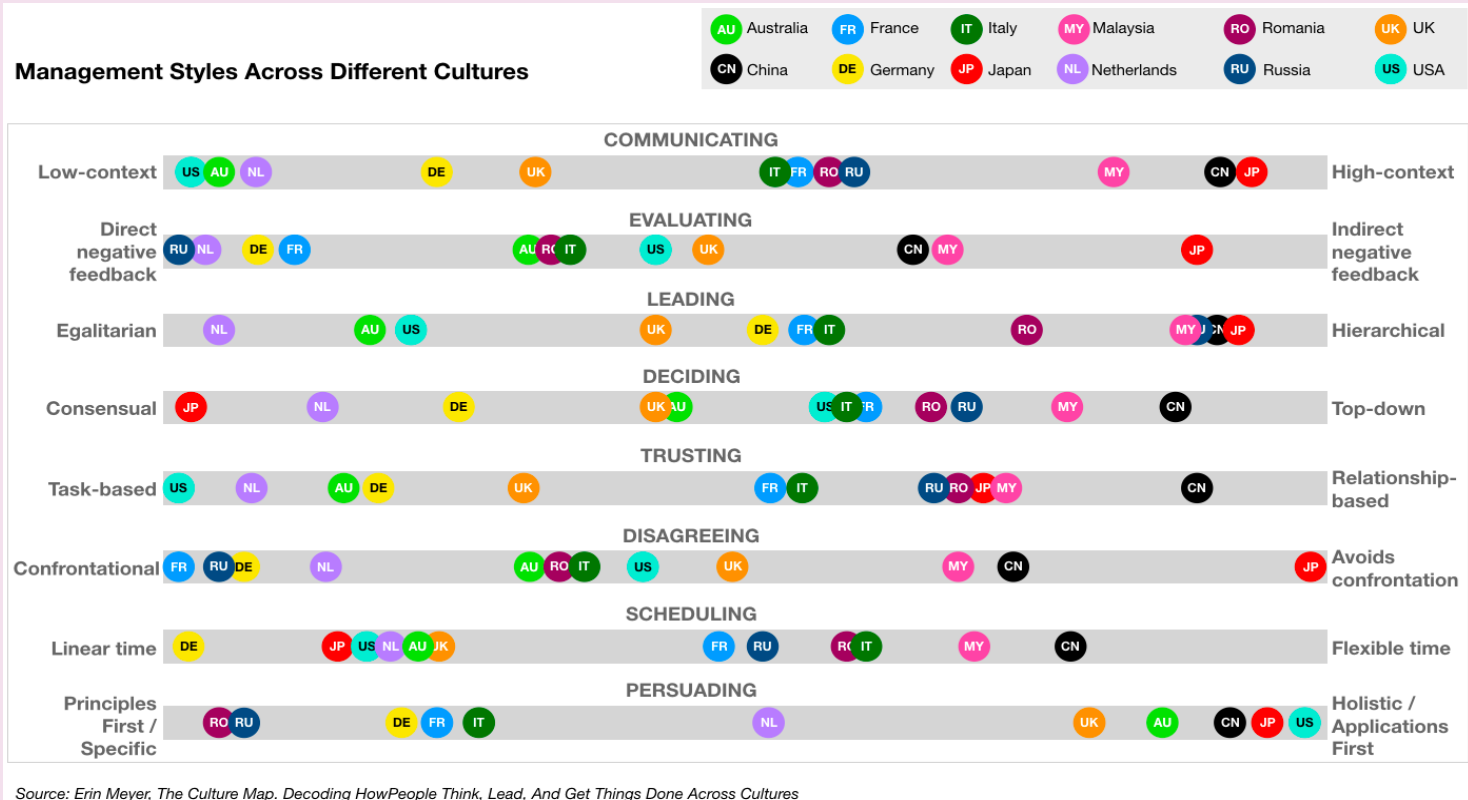
Case 1

- Chrissie is an American EFL teacher who worked for me for many years. She had an excellent reputation as one of the most dynamic teachers and an expert on preparing students for the TOEFL test. She is, in many ways a pure product of the « America dream », first generation Filipino-American, her parents had emigrated to California got good jobs, a good standard of living and educated all their children to a high level. Chrissie herself is « typical » Californian – outgoing, friendly, optimistic.
- At the end of one semester one of her students came to complain about Chrissie and the mark she had given him. The student said that she had always been « so nice » in class, yet she only gave him 7/20. He didn't understand.
- Obviously, I checked with Chrissie who told me the student hadn't worked much at all and had got a low score on the TOEFL mock exam.
- What has happened here? What types of trust were operating in this situation?

Case/example 2

- *Micromanagement*
- What do you understand by this term?
- What effect does it have on subordinates?
- What is the « role » of trust in causing micromanagement and in preventing it?

The Culture Map - Erin Meyer (2014) examples



Meyer's Culture map

8 dimensions

Communication : low / high context

Scheduling: linear / flexible

Trusting: task-based / relationship-based

Leading: egalitarian / hierarchical

Deciding: consensual / top-down

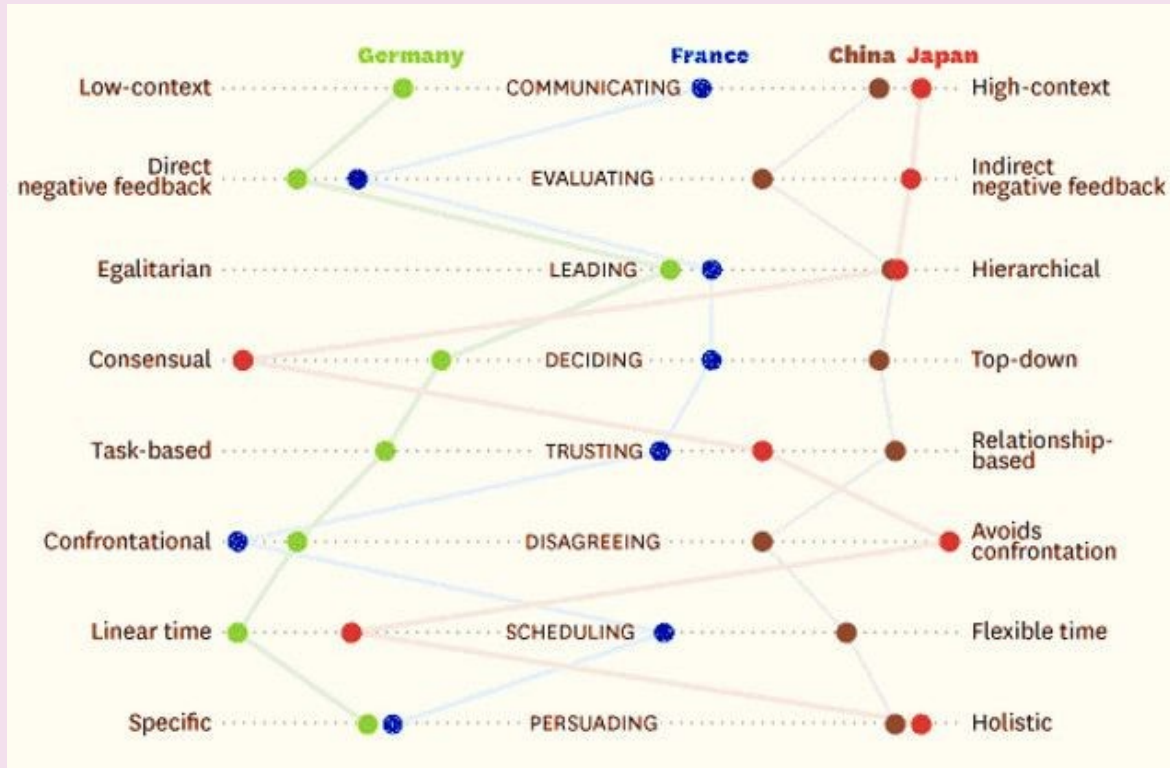
Persuading: principles first / applications first

Evaluating: direct / indirect negative feedback

Disagreeing: confrontational / avoidance

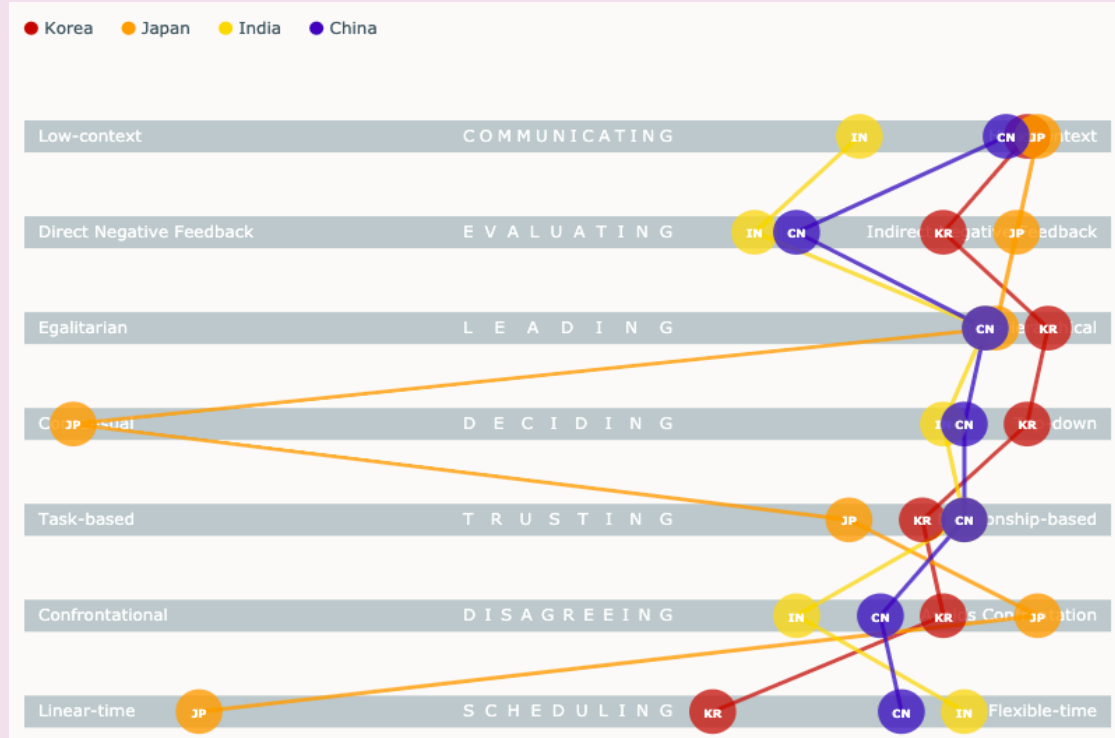
The Culture Map - Erin Mayer

Example 1

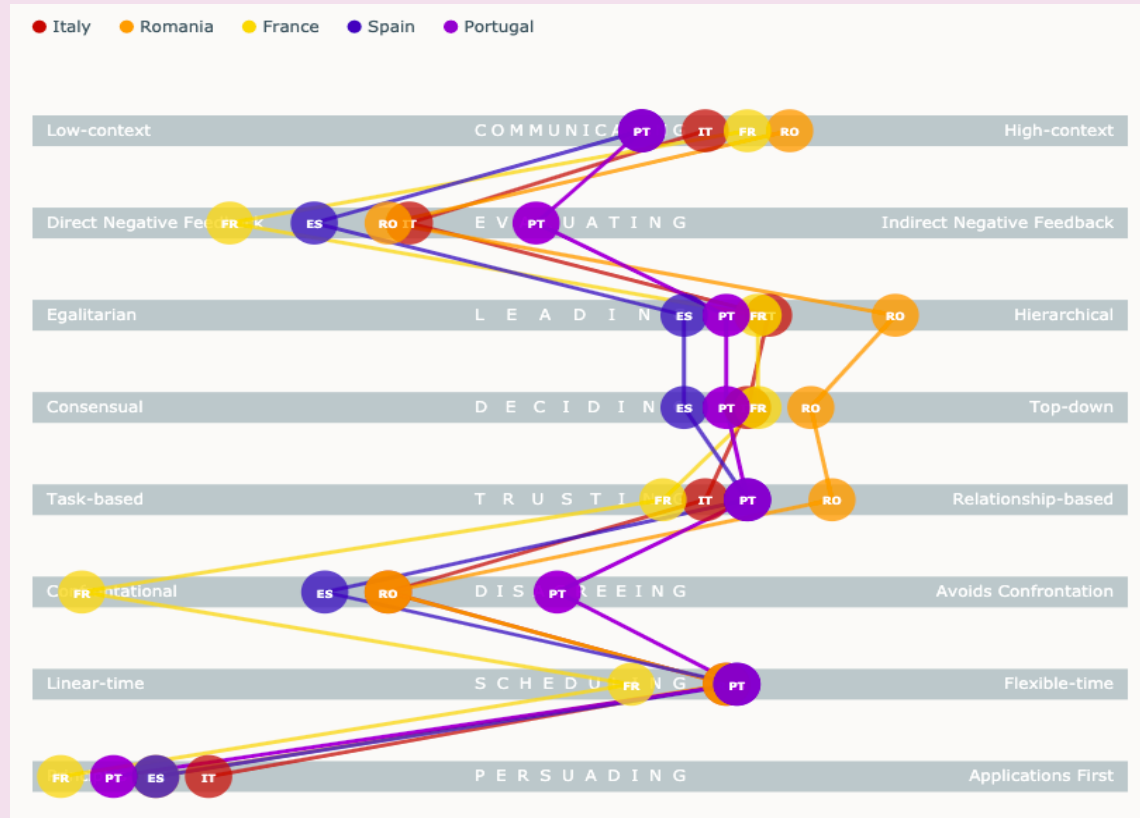


The Culture Map - Erin Mayer

Example 2: Major Asian countries



The Culture Map - Erin Mayer 5. Latin countries



Intercultural profiling

- Having gathered together lots of different cultural « concepts » you can now start to make intercultural profiles...

.....see the next slide....

Intercultural Profiling

The US has the following characteristics:

- Low context, monochronic
- Future oriented
- Inductive approach
- Lowish PD, Lowish UA, Hi IND, Hi MAS
- Universalist; Specific (small private sphere);
Achievement-oriented; somewhat Emotional
etc.....So, that gives...

Some Values U.S. Americans Live By

Task/action orientation

Initiative

Achievement

Present Future

Change is positive

I am important and
have control over my
environment



Friendly and informal
relationships

Independence

Linear time orientation

Problem-solving attitude

Rules

A student-generated example: France vs Brazil

