

# CROSS-CULTURAL MANAGEMENT

WEEK 6

Culture and Communication

Communication

Barriers

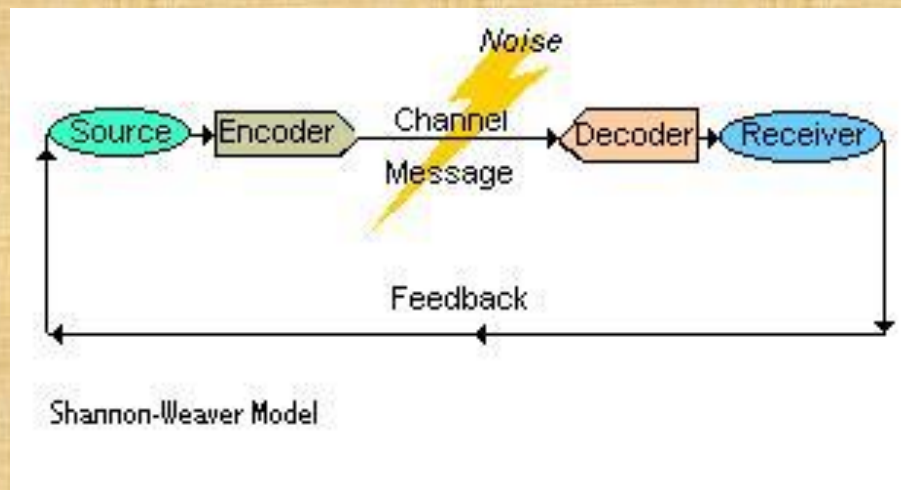
Negotiation

Language

# CROSS-CULTURAL MANAGEMENT

## Communication

Typically, communication is considered to be the exchange of messages between people for the purpose of achieving a commonly understood purpose or meaning. This is encapsulated in the Shannon-Weaver model:



# CROSS-CULTURAL MANAGEMENT

## Communication

### Types of channel include:

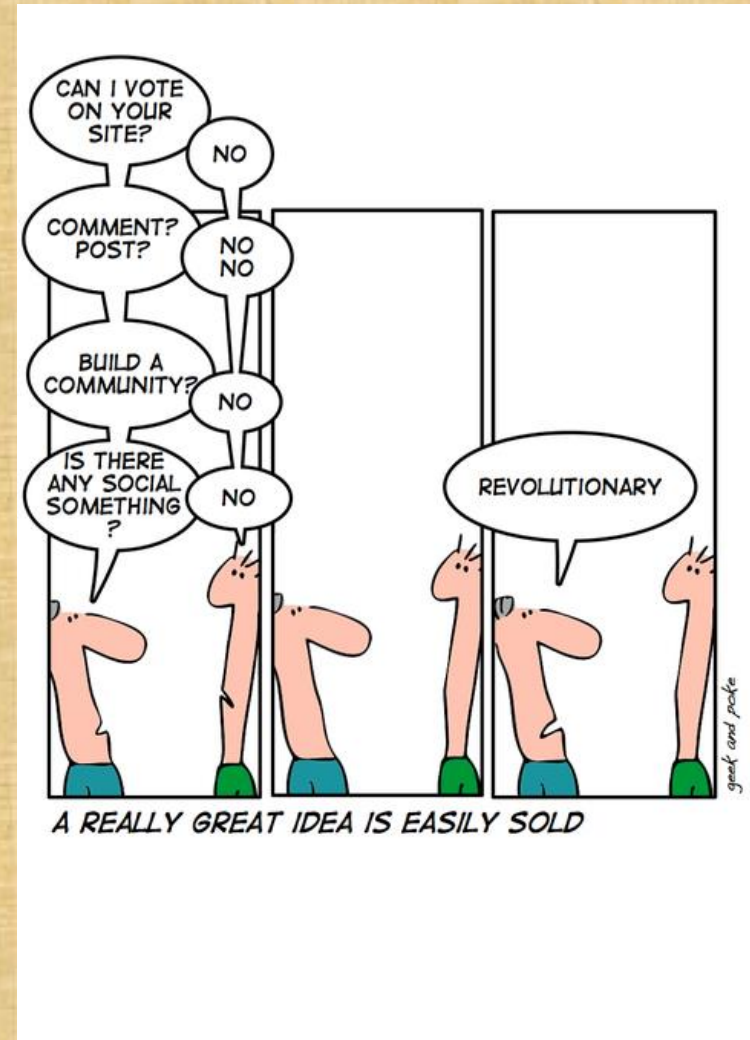
- Phone conversations
- Conference calls
- Online meetings
- Online forums
- Voice mails
- Teleconferences
- E-mails
- Instant messaging
- Training sessions
- Presentations
- Press conferences
- Memos
- Proposals
- Letters
- Reports
- Fax

# CROSS-CULTURAL MANAGEMENT

## Communication

Types of communication include:

- Written communication
- Oral communication
- Non verbal communication
- Body language
- Proxemics
- Paralanguage
- Object language



# CROSS-CULTURAL MANAGEMENT

## Communication

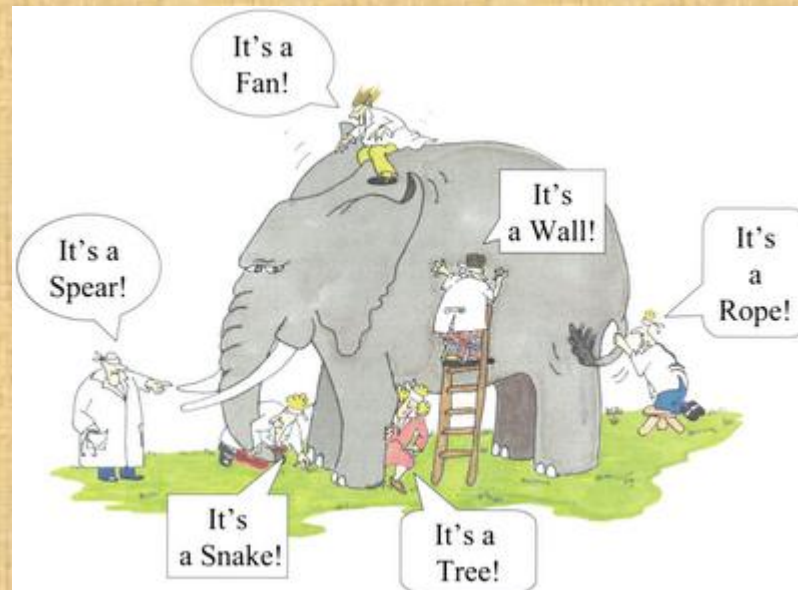
### Drawbacks of the Shannon-Weaver model

- Considers communication as an exchange of words and sentences whose meaning is assumed to be known beforehand (whereas communication is about the active construction of meaning rather than the use of ready made linguistic templates)
- Places undue emphasis on the use of standard meanings (rather than considering meanings that may be affected by cultural dispositions)

# CROSS-CULTURAL MANAGEMENT

## Communication

Overall the Shannon-Weaver model generates situations of serious miscommunication in that although all the participants seem to know what is the object they are in fact blind as to each true meaning!



# CROSS-CULTURAL MANAGEMENT

## Communication

## Consequence

Communication should be seen as the *attempt* to find or establish a commonality; it is about a 'mise en commun' (Zamaros).

As an attempt it involves a constant effort to establish commonality (Zamaros).

# CROSS-CULTURAL MANAGEMENT

## Communication

## Consequence

Cross-cultural setting: given the language barrier, the effort in attaining the “mise en commun”, is all the more important (Zamaros).

Organizational setting: Communication occurs only when the organization and its stakeholders have acknowledged to have something in common (Zamaros).



# CROSS-CULTURAL MANAGEMENT

## Communication Readings

- <http://play.simpletruths.com/movie/a-peacock-in-the-land-of-penguins/>
- <http://www.his.com/~pshapiro/elephant.story.html>
- <http://www.forbes.com/sites/mikemyatt/2012/04/04/10-communication-secrets-of-great-leaders/>
- <http://ba.gsia.cmu.edu/jnh/businesscommunication.pdf>
- <http://sskkii.gu.se/jens/publications/docs001-050/041E.pdf>

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# CROSS-CULTURAL MANAGEMENT

## Barriers

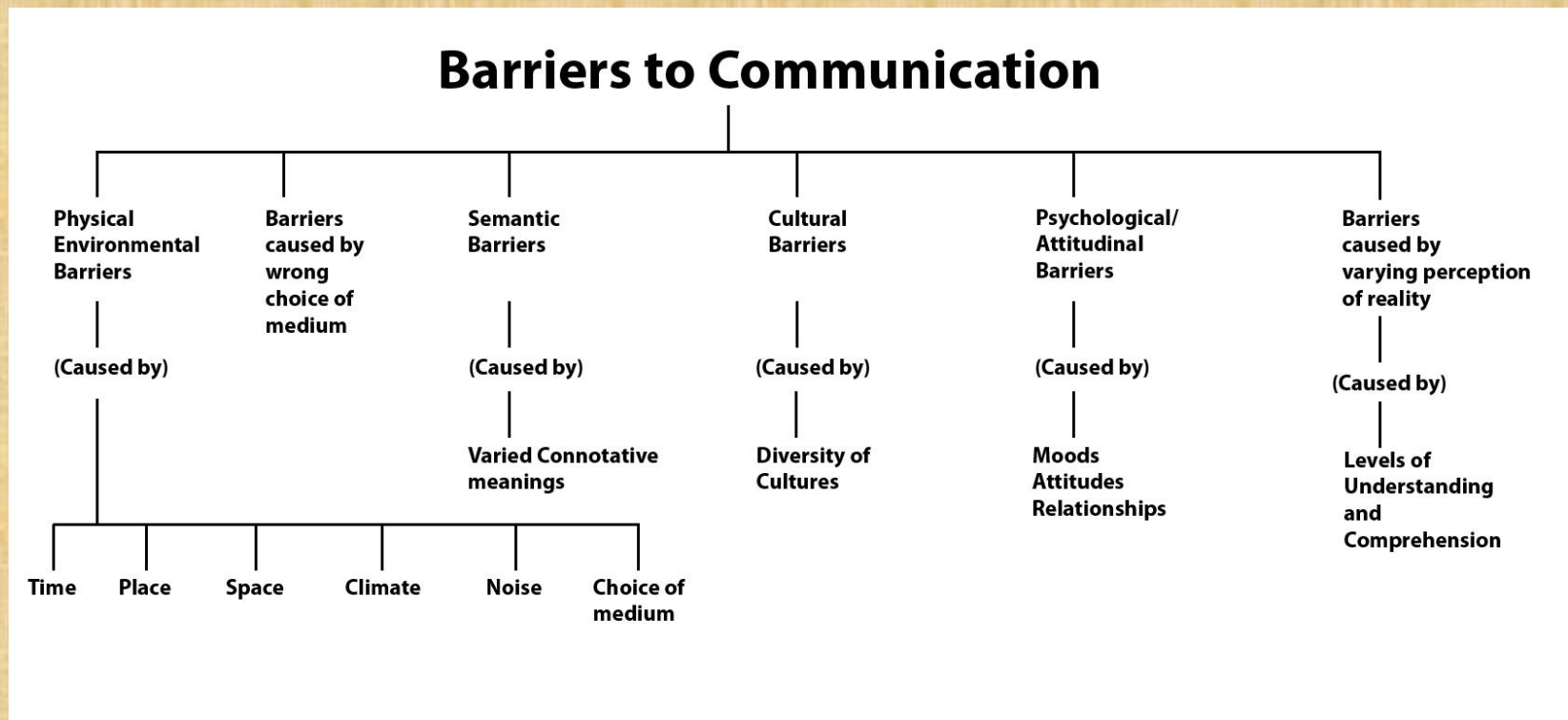
In acknowledging communication as the *attempt* to find or establish a commonality, hindrance to such an attempt is only natural in that a *mise en commun* cannot not be guaranteed.

Under the Shannon-Weaver model it is a barrier to be eliminated so as to render communication effective, hence the typical discussions on “barriers of communication”.

# CROSS-CULTURAL MANAGEMENT

## Barriers

Typical barriers include:



# CROSS-CULTURAL MANAGEMENT

## Barriers

Arguably the most important barrier are stereotypes:

<b>Stereotyping in Europe</b>				
<b>Who Works Hardest, Who's Corrupt</b>				
<i>EU nation most offered as <u>top choice</u> as...</i>				
<i>Views in:</i>	<b>Most Hardworking</b>	<b>Least Hardworking</b>	<b>Most Corrupt</b>	<b>Least Corrupt</b>
Britain	Germany	Greece	Italy	Germany
France	Germany	Italy	Italy	Germany
Germany	Germany	Greece	Italy	Germany
Spain	Germany	Greece	Spain/Italy	Germany
Italy	Germany	Romania	Italy	Germany
Greece	Greece	Italy	Greece	Germany
Poland	Germany	Greece	Poland	Germany
Czech Rep.	Germany	Greece	Czech Rep.	Germany

PEW RESEARCH CENTER Q50aCOMBO, Q50bCOMBO, Q51aCOMBO, Q51bCOMBO.

# CROSS-CULTURAL MANAGEMENT

## Barriers

However, can barriers to communication be eliminated? Two views:

View 1/ Yes

This view considers:

- the existence of an ideal state of communication which reduces the likelihood of mistakes
- and which can be attained by the elimination of barriers

# CROSS-CULTURAL MANAGEMENT

## Barriers

However, can barriers to communication be eliminated? Two views:

View 1/ Yes

However, this view:

- fails to explain why barriers exist in the first place
- assumes that barriers can be eliminated
- fails to explain the fact that miscommunication and misunderstandings are recurrent.

# CROSS-CULTURAL MANAGEMENT

## Barriers

However, can barriers to communication be eliminated? Two views:

View 2/ No

This view has the merit of acknowledging that

- barriers are inherent in the non-complete nature of language (hence the constant effort in being understood).
- change is inherent in communication yet it remains unqualified (i.e. there is no improvement or worsening – change simply is).

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## Barriers Readings

- <http://www.managementstudyguide.com/overcoming-communication-barriers.htm>
- <http://businesscommunication.org/wp-content/uploads/2011/10/2011-ABC-10-KASER.pdf>
- [http://cscs.scu.edu/trends/v25/v25\\_3.pdf](http://cscs.scu.edu/trends/v25/v25_3.pdf)
- <http://incommunicado101.wordpress.com/2011/09/25/humour-in-miscommunication/>

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# CROSS-CULTURAL MANAGEMENT

## Negotiation

Negotiation as an instance of communication is considered to be a series of tactics and strategies, that is a way of doing that presupposes a way of thinking, so as to achieve a result.

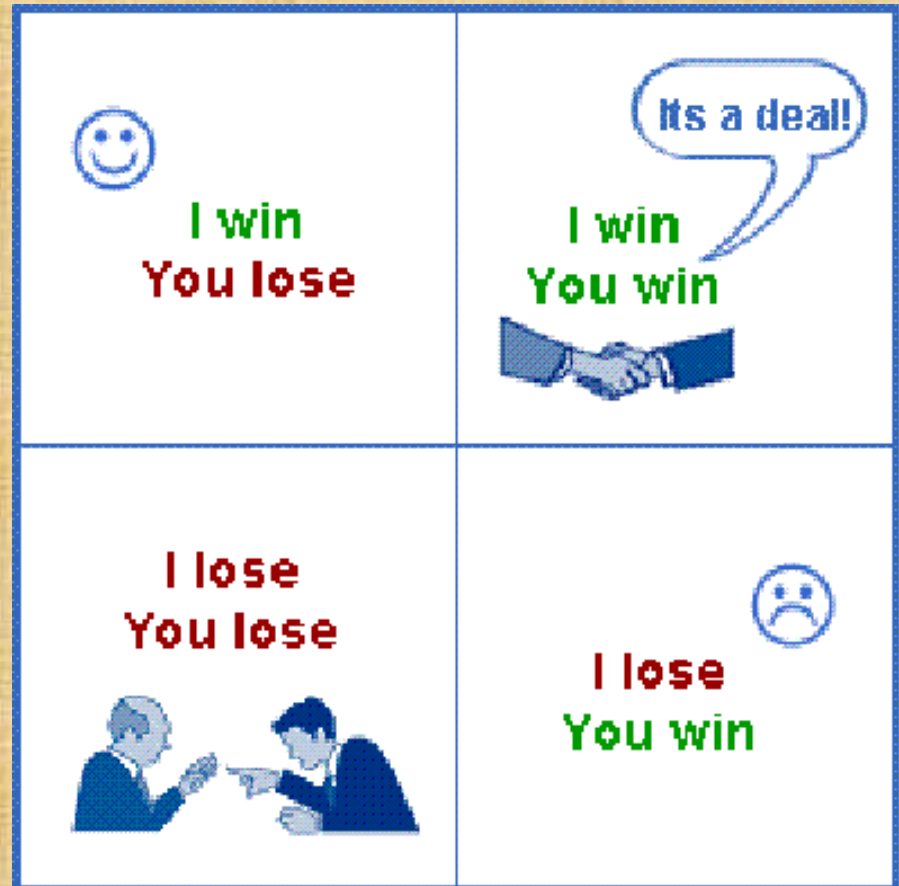
As such it is a cultural practice that exposes the use of power in the process of the “mise en commun” (Zamaros).

# CROSS-CULTURAL MANAGEMENT

## Negotiation

### Types:

- Integrative: seeking to split the cake in a win-win end-result
- Distributive: seeking to split the cake in a win-lose end-result



# CROSS-CULTURAL MANAGEMENT

## Negotiation

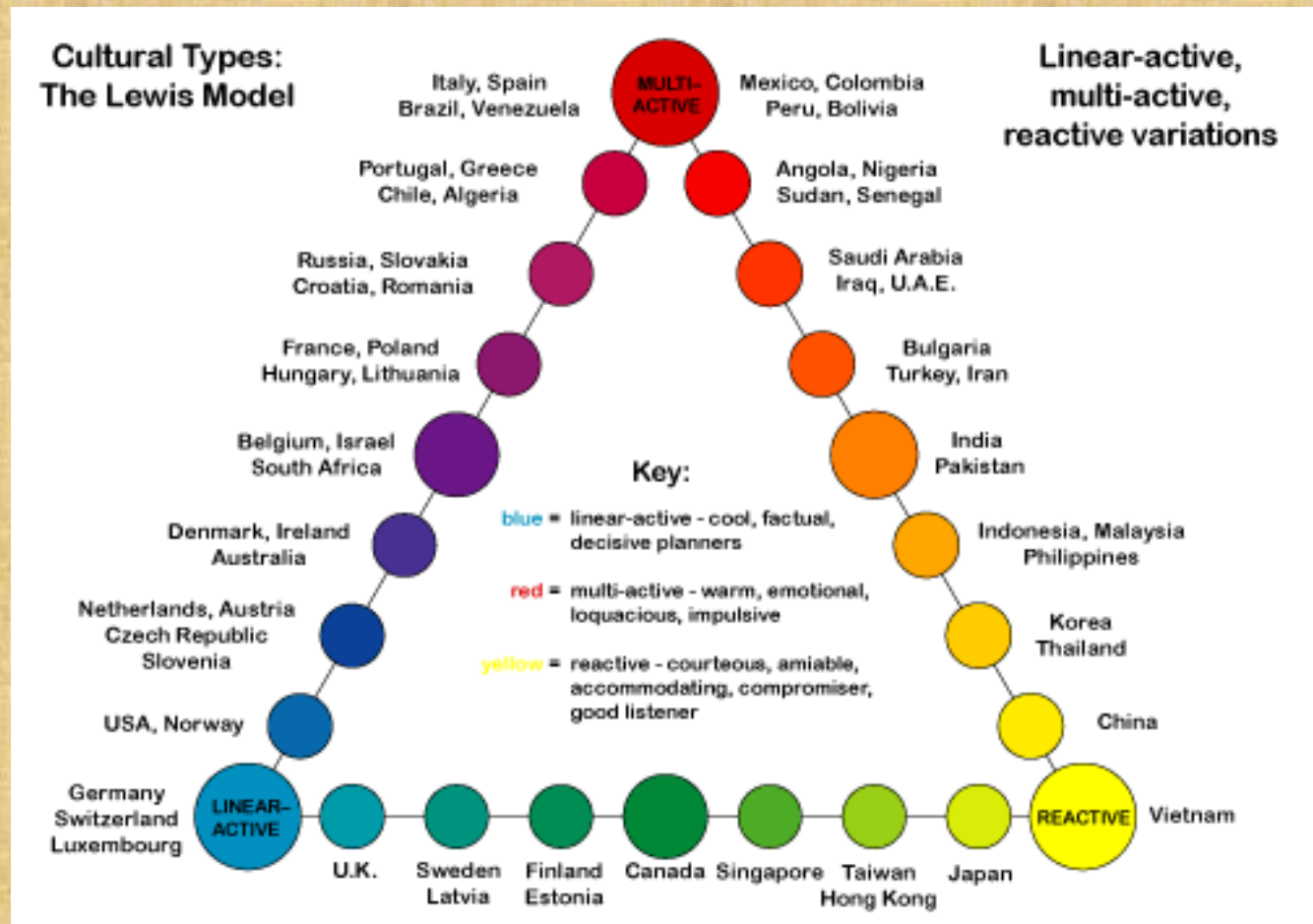
### Dimensions

- Context: type of interpersonal relationship
- Predispositions in use: power orientation, willingness to take risks
- Means in use: strategies, time-frames
- Processes in use: styles, outcome orientations

# CROSS-CULTURAL MANAGEMENT

Negotiation

Variability



# CROSS-CULTURAL MANAGEMENT

## Negotiation Readings

- [http://www.hooper.cc/pdfs/cross-culture\\_negotiation.pdf](http://www.hooper.cc/pdfs/cross-culture_negotiation.pdf)
- [http://www.culturaldiplomacy.org/content/pdf/icd\\_diplomatic\\_culture\\_of\\_cultural\\_diplomacy.pdf](http://www.culturaldiplomacy.org/content/pdf/icd_diplomatic_culture_of_cultural_diplomacy.pdf)
- [http://www.unice.fr/crookall-cours/iup\\_cult/docs/Gelfand%202004%20Handbook%20of%20Negotiation%20and%20Culture.pdf](http://www.unice.fr/crookall-cours/iup_cult/docs/Gelfand%202004%20Handbook%20of%20Negotiation%20and%20Culture.pdf)

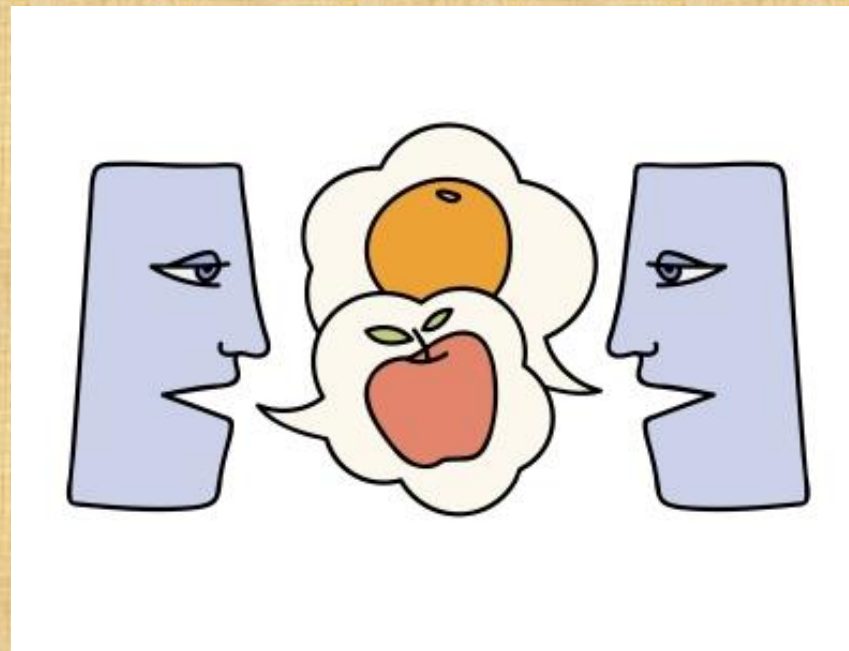
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# CROSS-CULTURAL MANAGEMENT

## Language

Underpinning communication and negotiation is language.

Thus what is language?



# CROSS-CULTURAL MANAGEMENT

## Language

### The “being/doing” problematic of language

An observation: to say that “language *is* a means of communication” is to commit the “being/doing fallacy”, that is, mistaking one for the other. It is thus important to consider separately (Zamaros):

- The doing of language
- The being of language

## CROSS-CULTURAL MANAGEMENT

### Language

Doing: In fact language *is not* a means of communication since communication is about making something common and this is not language since it is already common (because in use) (Wittgenstein).

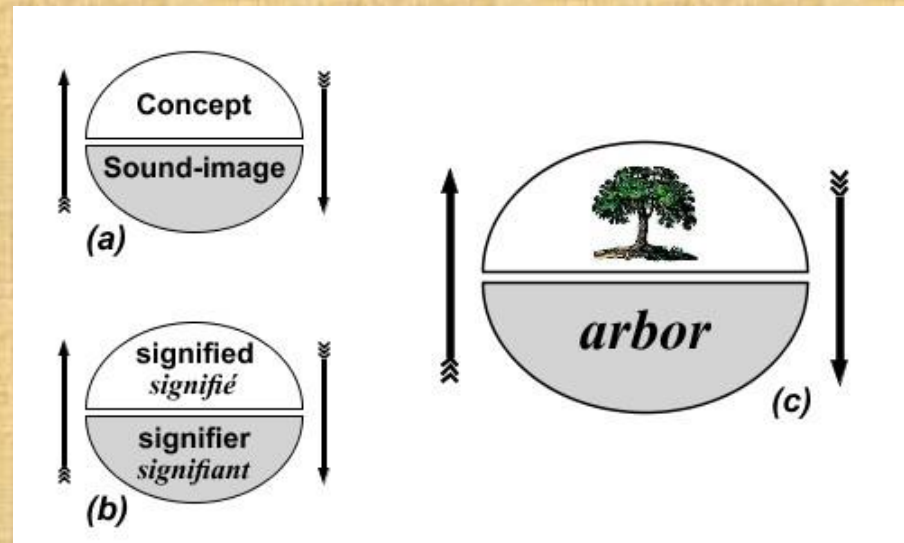
Thus language allows or disallows the “mise en commun”, that is what language *does* (Zamaros).



# CROSS-CULTURAL MANAGEMENT

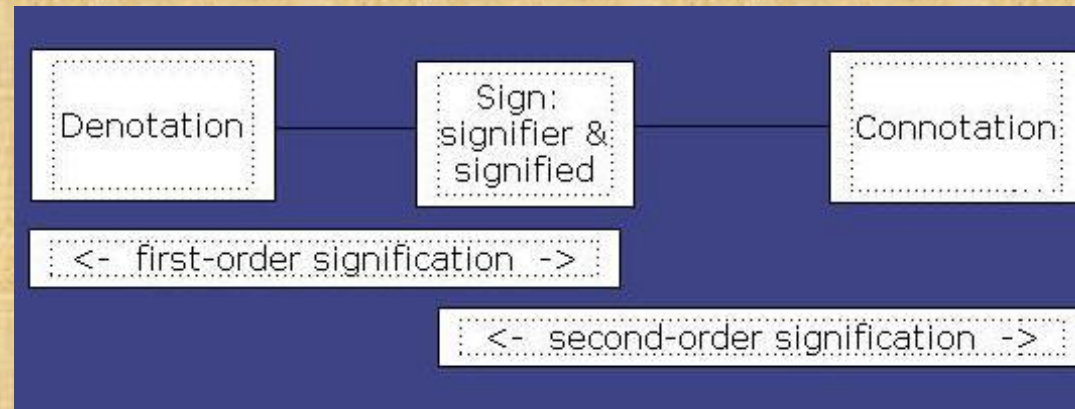
## Language

Being: Language *is* a *description*, where any signifier (that signifies a signified) is made to speak on behalf of the signified.



## CROSS-CULTURAL MANAGEMENT

### Language



Meaning is premised on the *selection* of signifiers and signifieds in two orders, namely, the *denotation* & *connotation* (Barthes).

Word Use	Positive	Negative
Grandpa is <i>thrifty</i> .	spends money wisely	cheap
She's very <i>strong-willed</i> .	determined	stubborn
He has good <i>self-esteem</i> .	proud of work well done	conceited
She was tall and <i>slender</i> .	slim	anorexic
He's an <i>eager</i> leader.	enthusiastic	impatient

# CROSS-CULTURAL MANAGEMENT

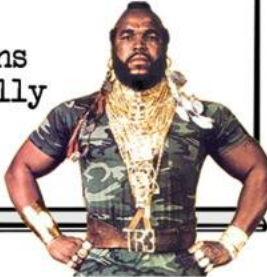
## Language

## Examples

stickychecklist asked you: block answer x  
Connotation and denotation? Help!



**DENOTATION IS THE LITERAL MEANING:**

"You are a dog" means that you are literally a canine.



**Connotation is the implied or suggested meaning:**

"You are a dog" suggests that you are ugly or morally detestable.



**CONNOTATION**

It's all in how you take it  
(which apparently is long, hard, and dirty)

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## Language

The problem with language is that it is in-complete by its own nature because it (Zamaros):

- Fails to transfer meaning precisely
- Distorts meaning when meaning is eventually transferred

The mere presence of myths, worldviews and die-hard stereotypes are a vivid proof of this. Hence the constant effort to understand one another (Zamaros)

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## Activities

### Cases

#### 13.1

#### 14.1

