

# THE CULTURE MAP:

Breaking Through the Invisible Boundaries of Global Business



Erin Meyer



ErinMeyerInsead

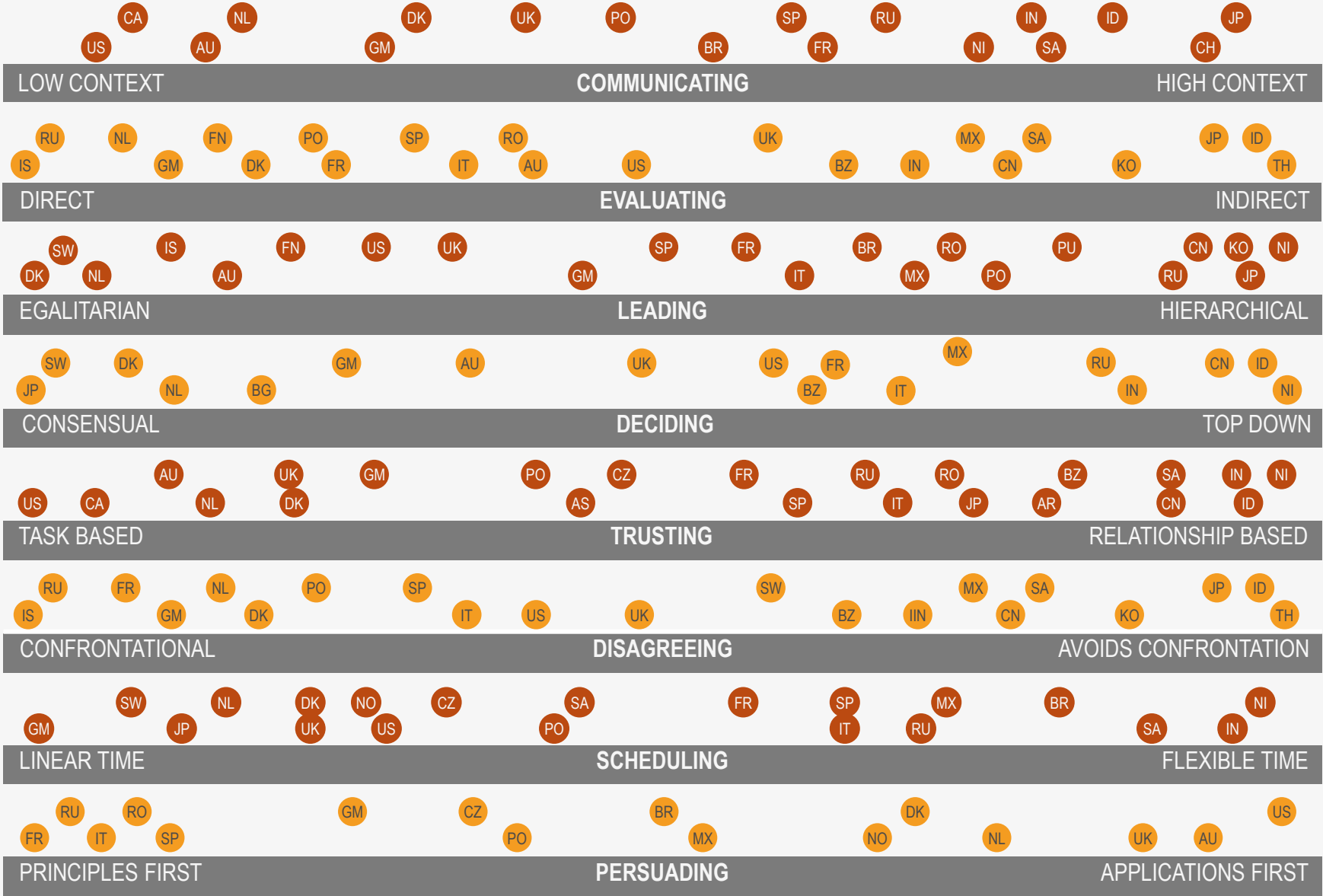


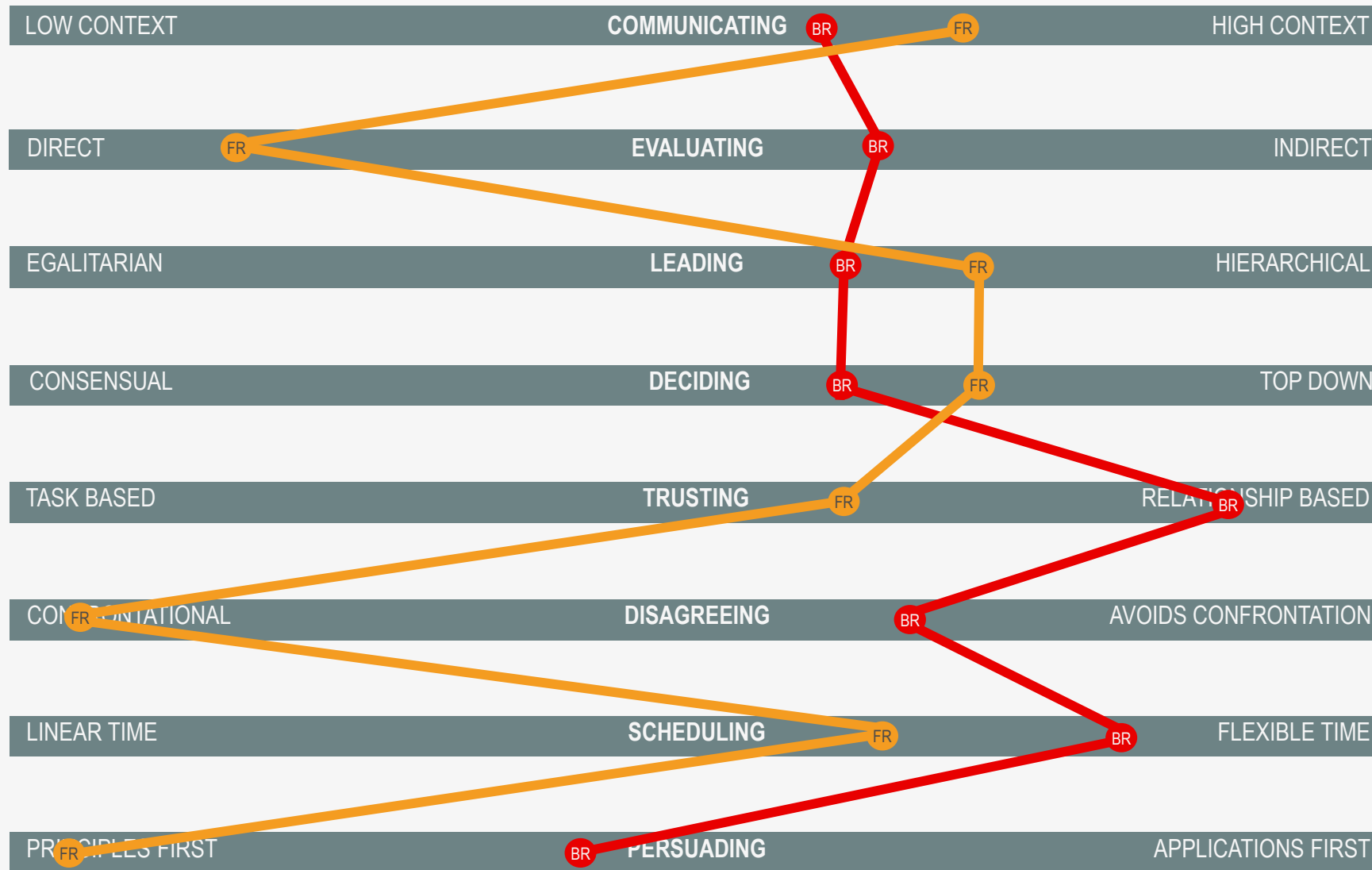
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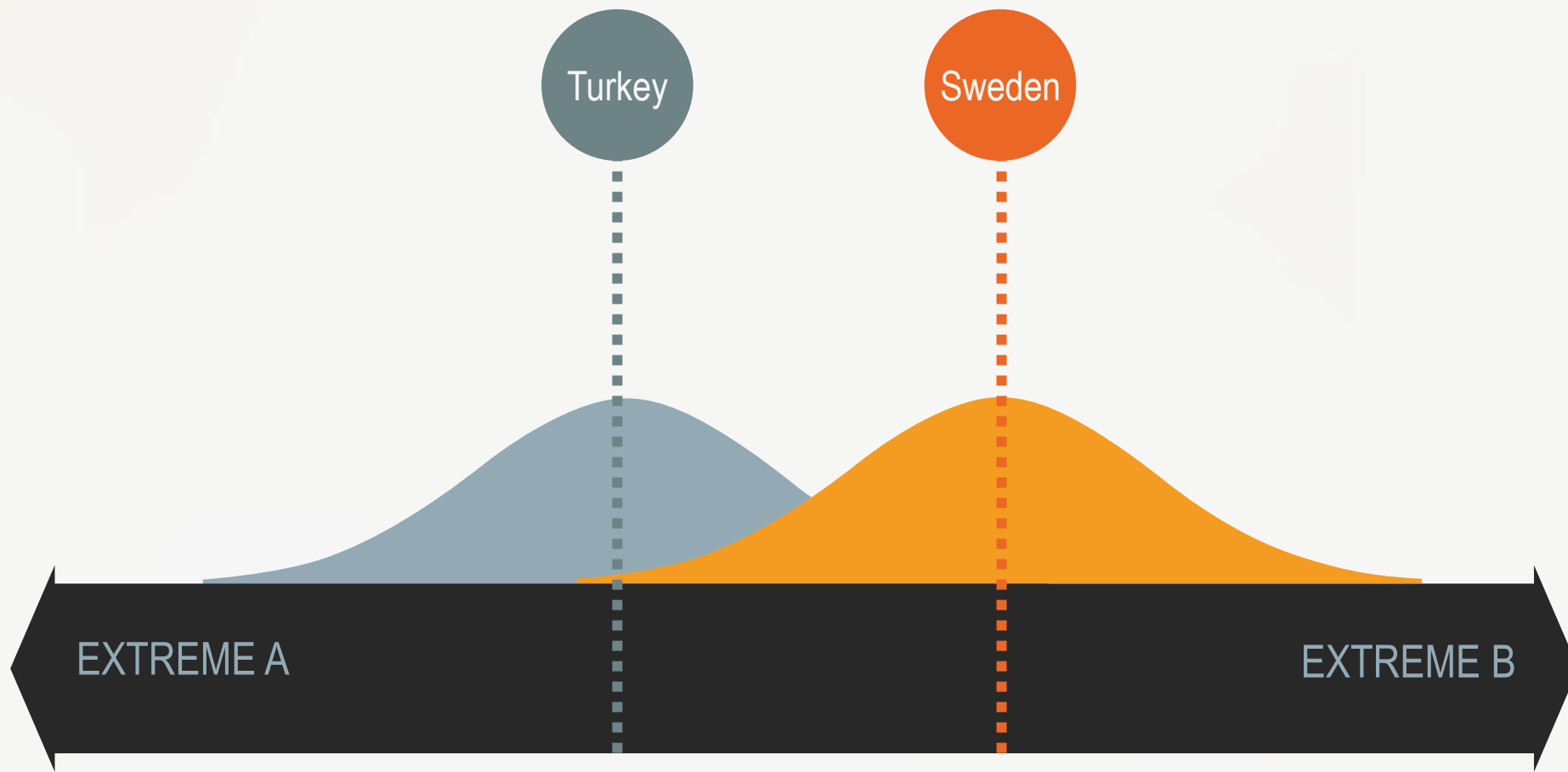
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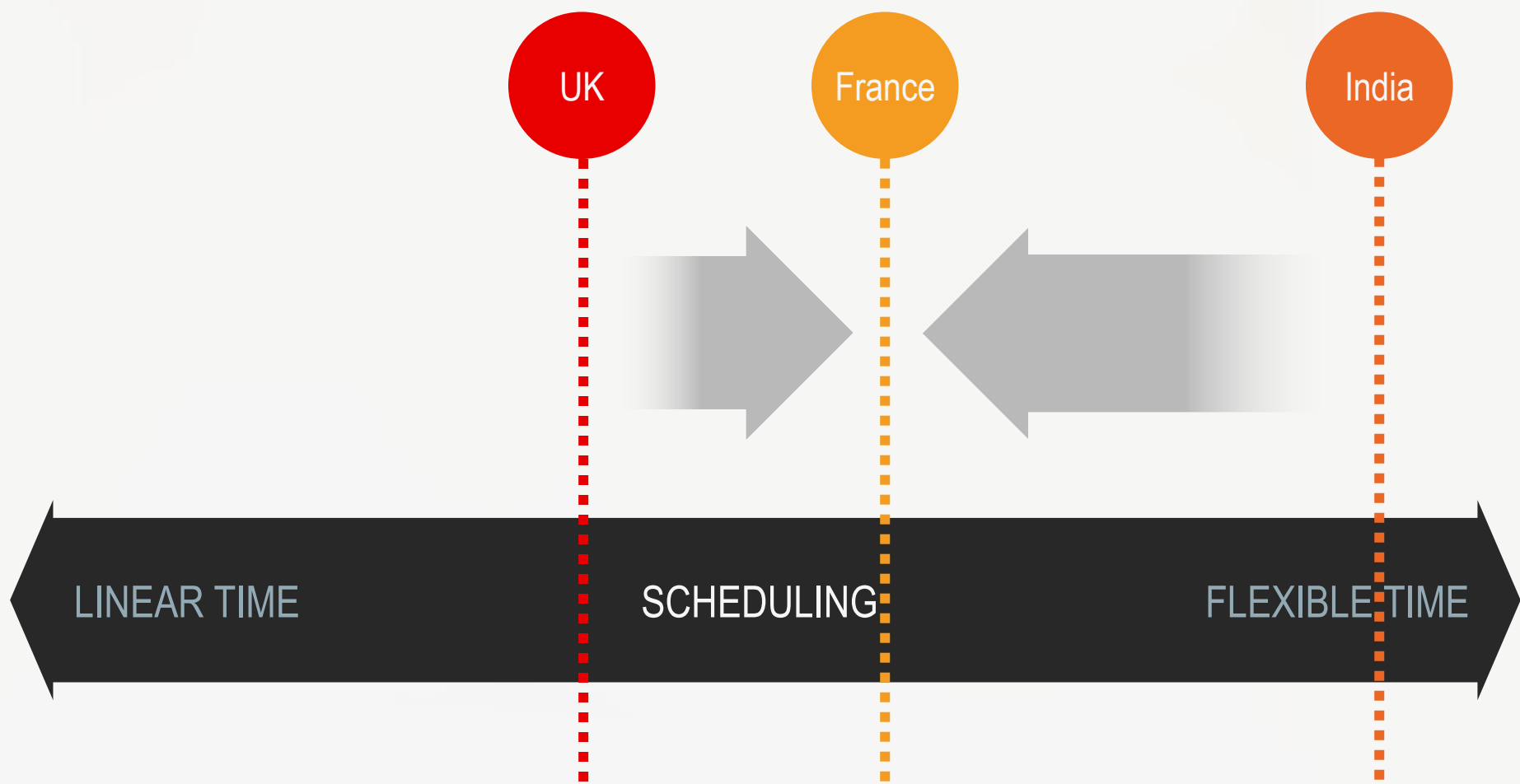
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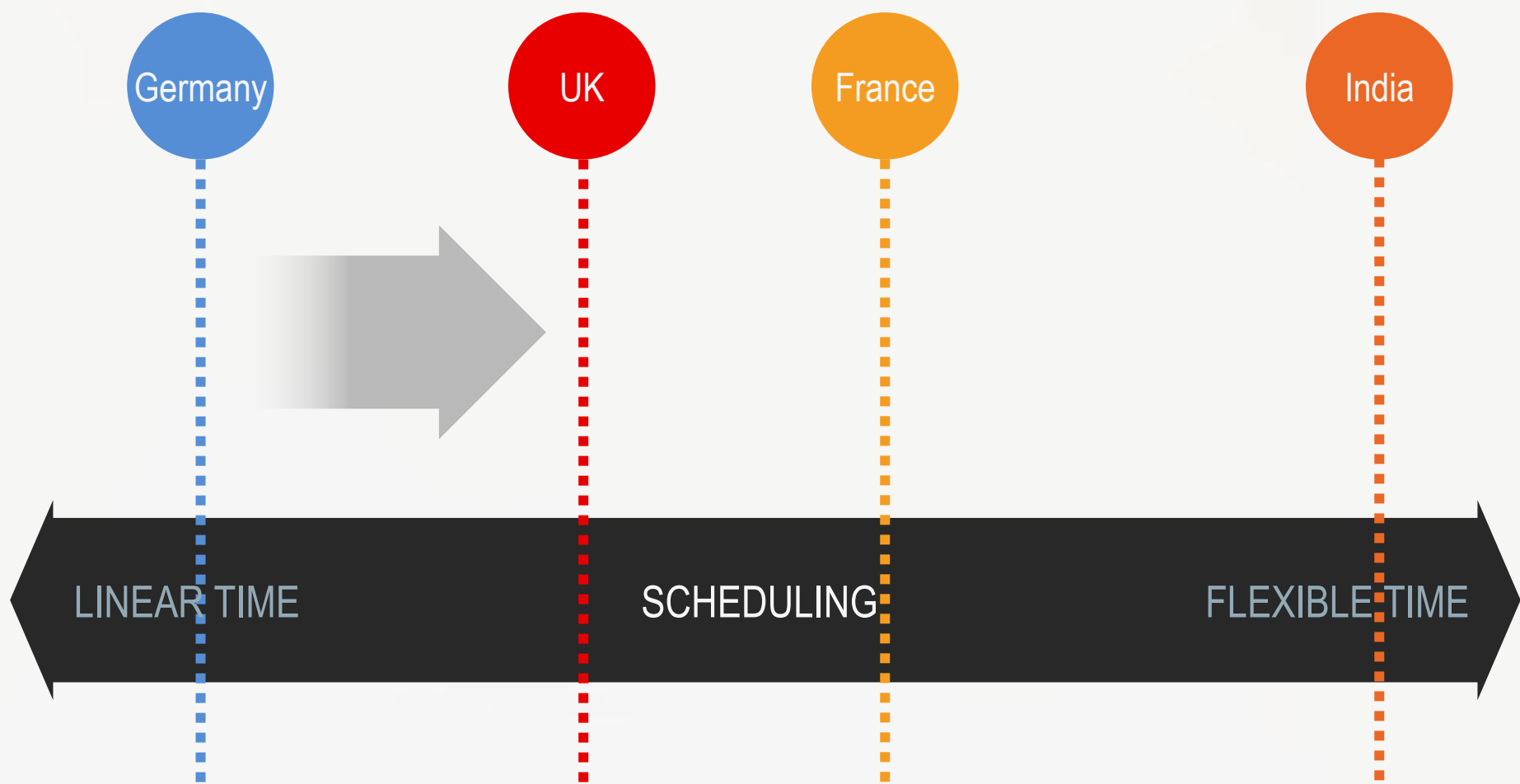
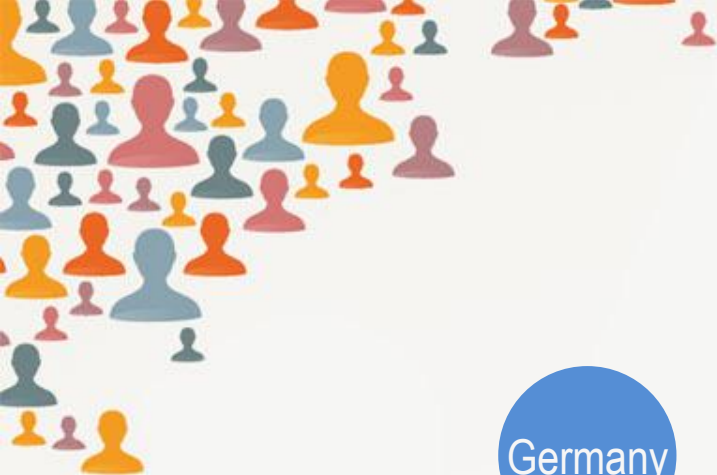


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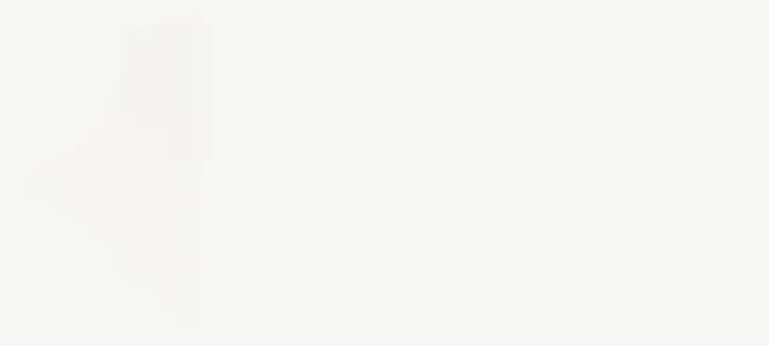












Explicit  
Simple  
Clear





LOW CONTEXT

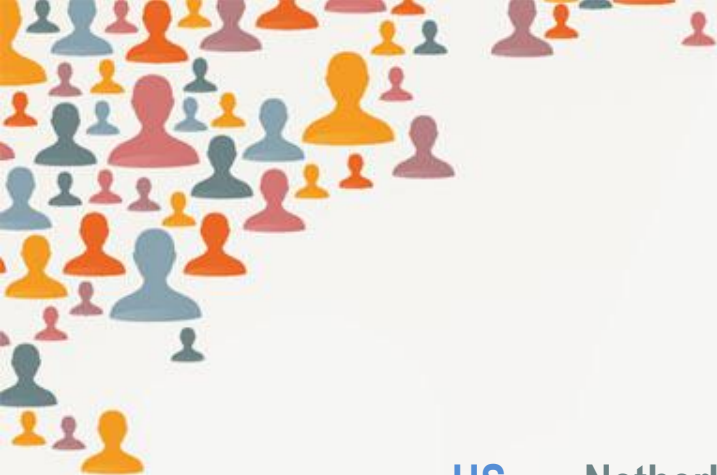
COMMUNICATING

HIGH CONTEXT

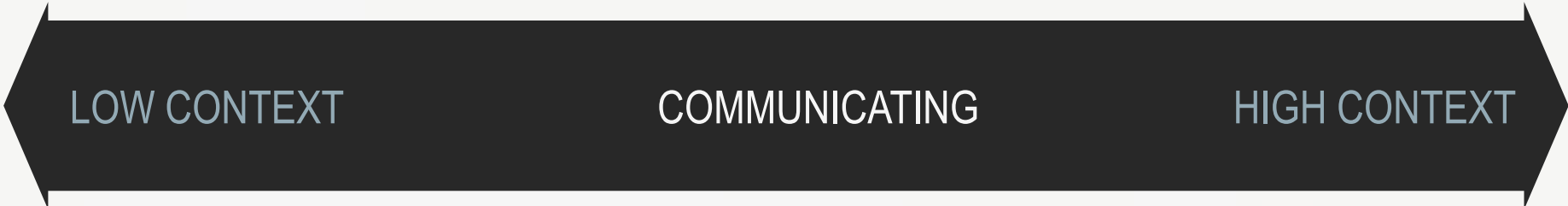
Explicit  
Simple  
Clear

Implicit  
Layered  
Nuanced





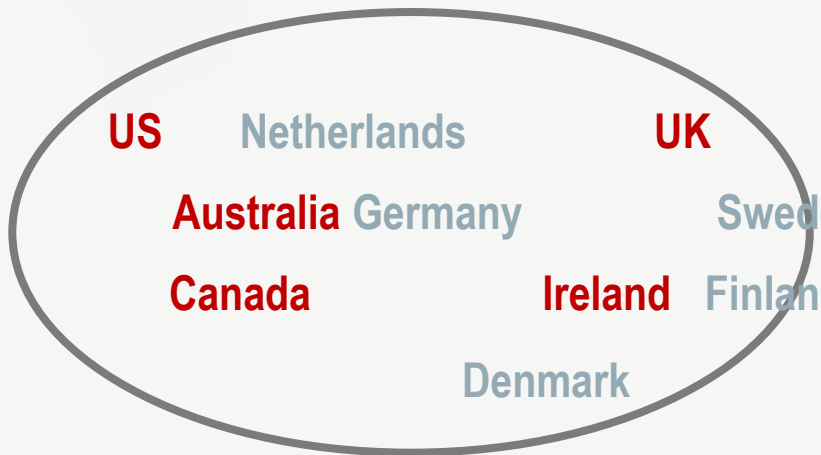
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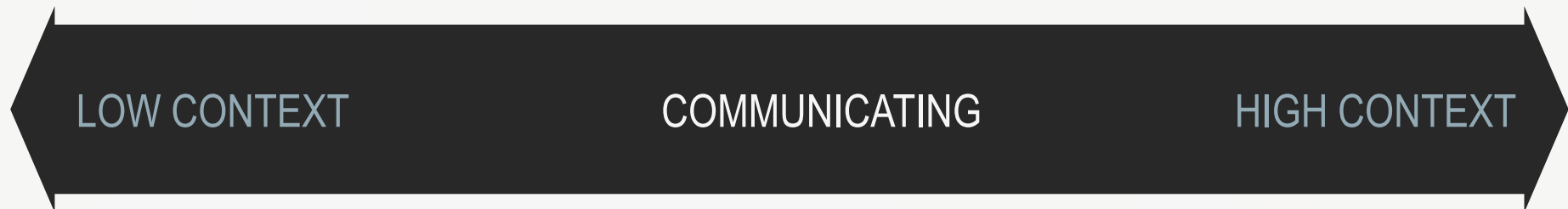
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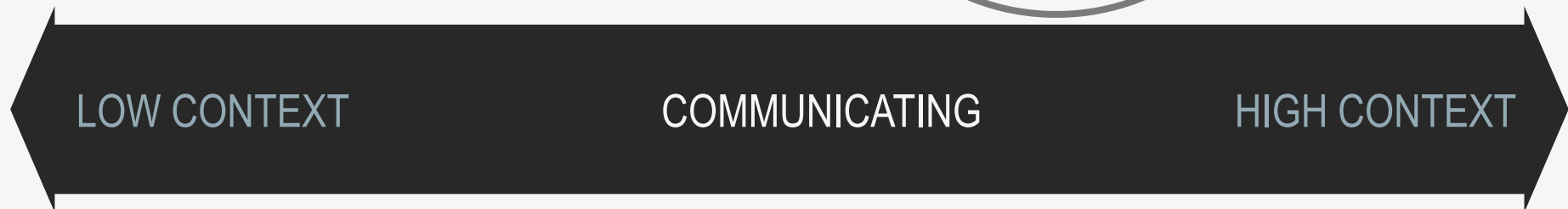
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LOW CONTEXT

COMMUNICATING

HIGH CONTEXT

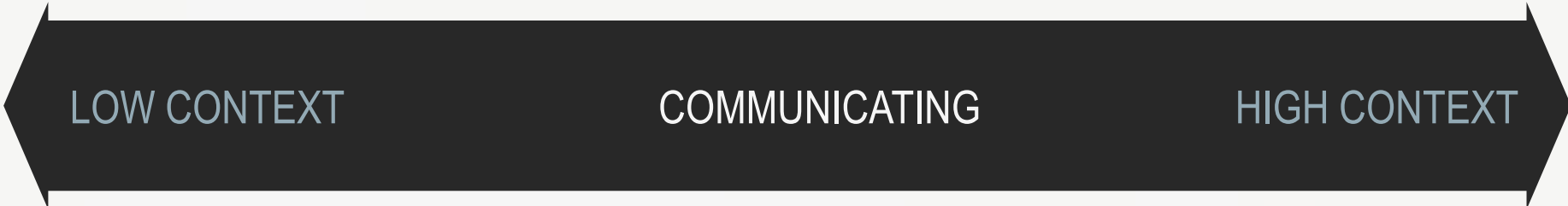
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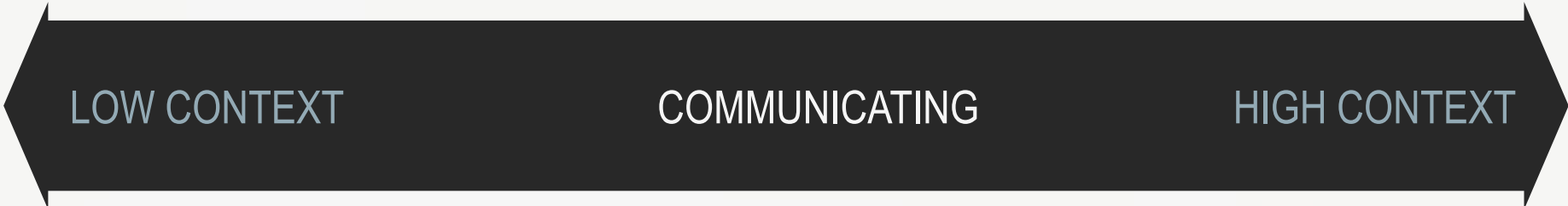
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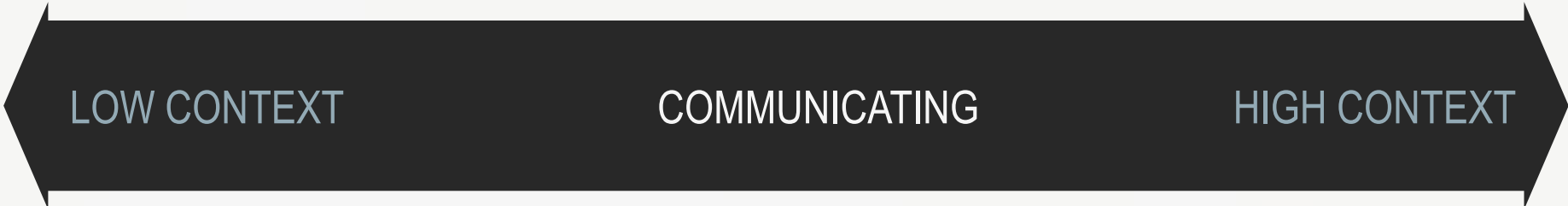
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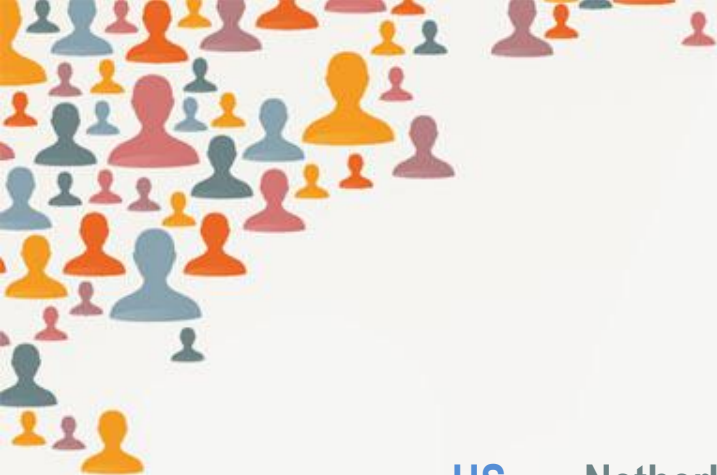
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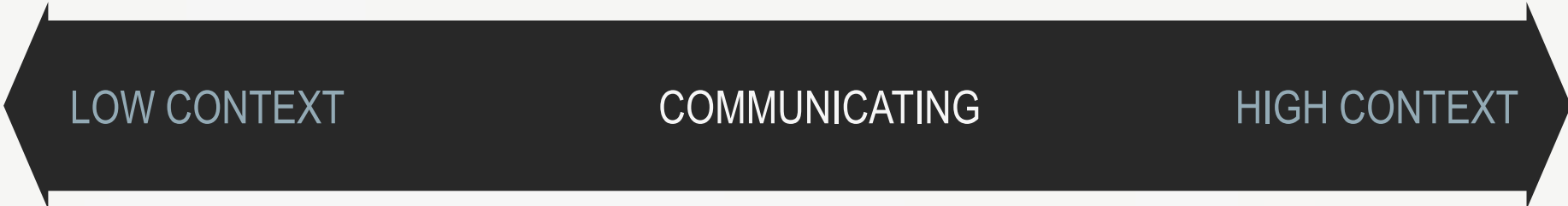
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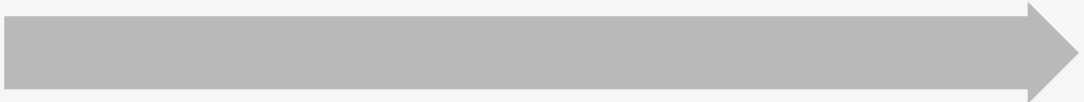




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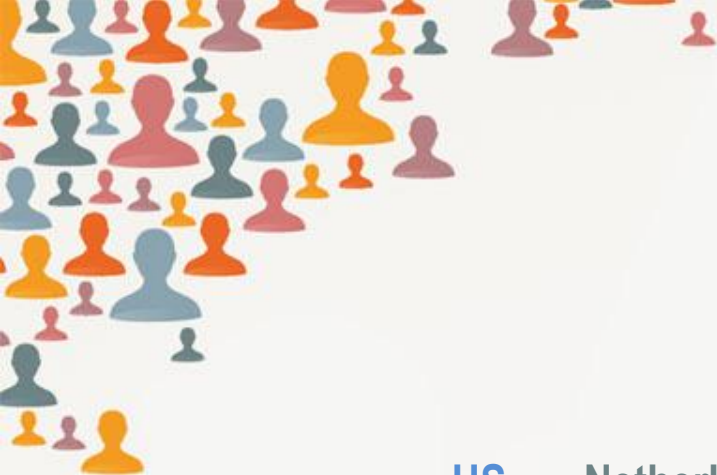


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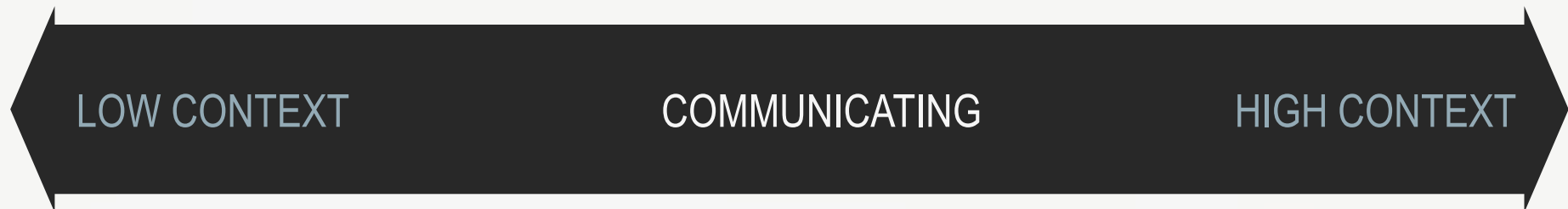


Implicit  
Layered  
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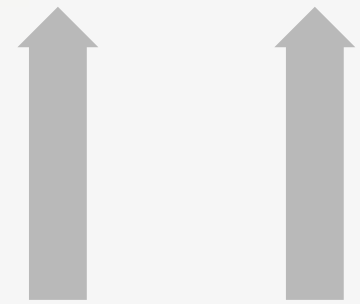
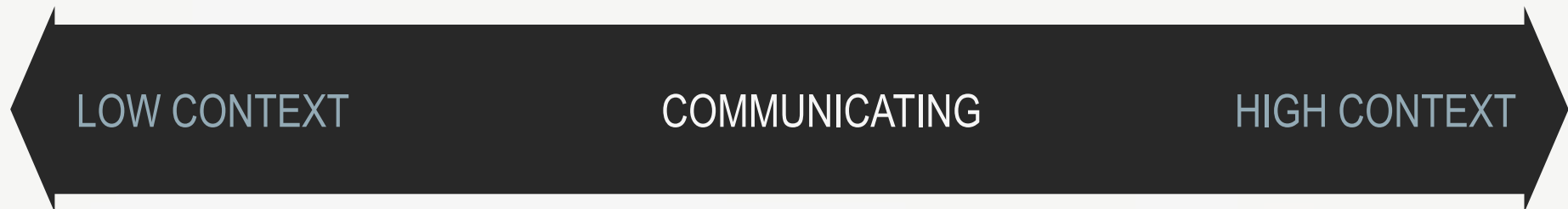
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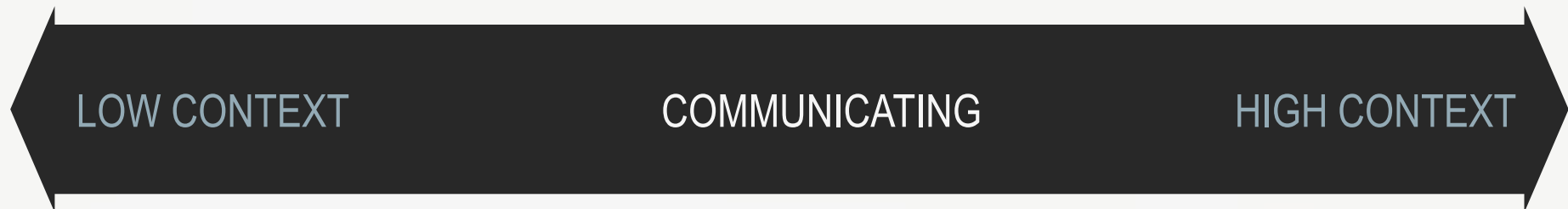


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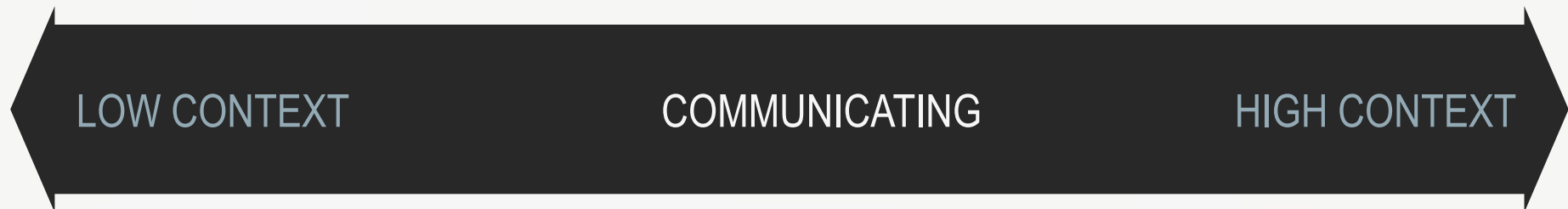
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# Communicating conclusions



Multi-cultural teams need **low context processes**.

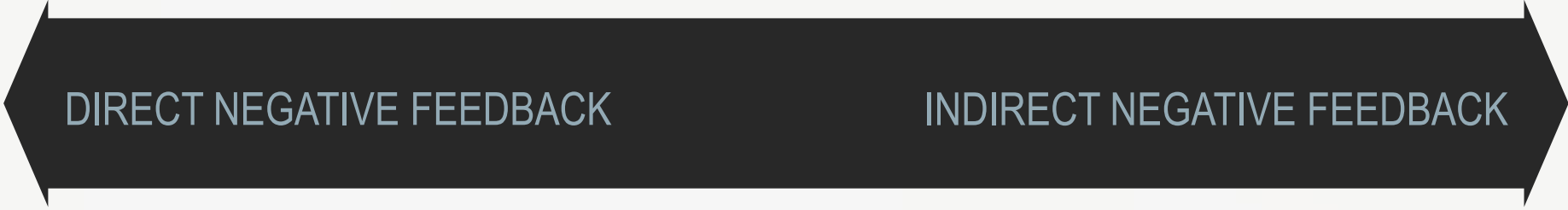


With low context people be **as explicit as possible**. Put it in writing. Repeat key points.



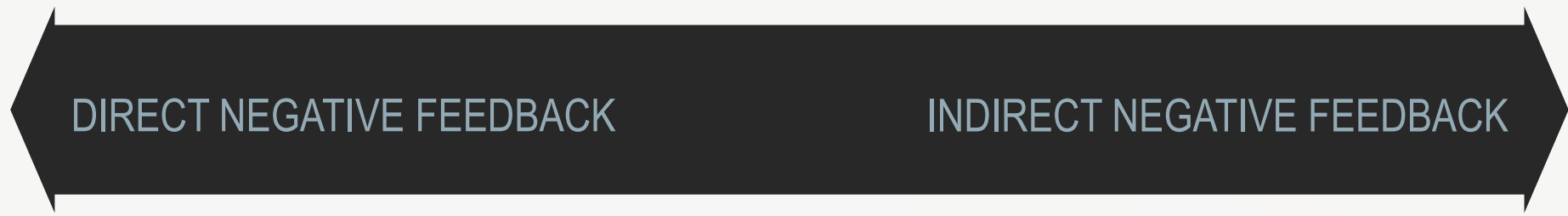
With high context people ask clarifying questions, repeat yourself less, and work on **increasing your ability to “read the air”**.





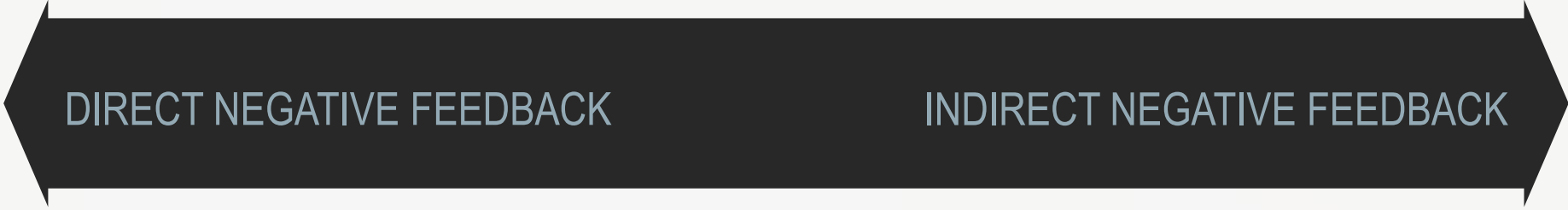


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Netherlands France Australia Canada India Mexico Zimbabwe Myanmar  
Russia Denmark Belgium Ireland China Uruguay Saudi Thailand  
Poland Switzerland Singapore Turkey Indonesia





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Netherlands **France** Australia Canada India Mexico Zimbabwe Myanmar  
**Russia** Denmark Belgium Ireland China Uruguay Saudi Thailand  
Poland Switzerland Singapore Turkey Indonesia





**Up-graders:**

Definitely

Very

Certainly

Clearly

In Fact

**Down-graders:**

Sort of

Kind of

Maybe

Pretty Much

I Guess



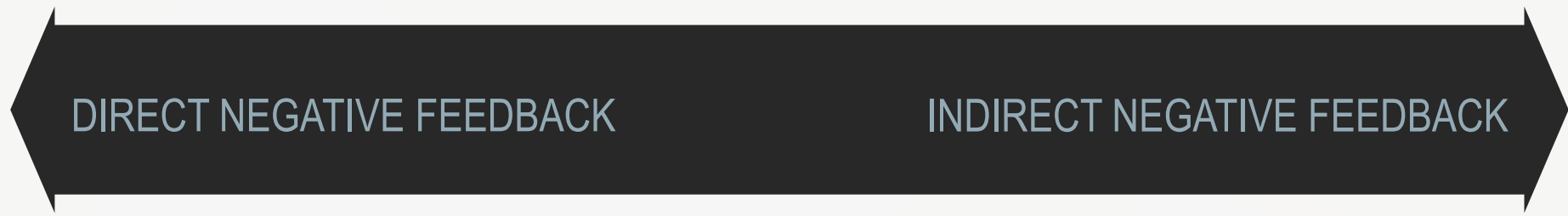


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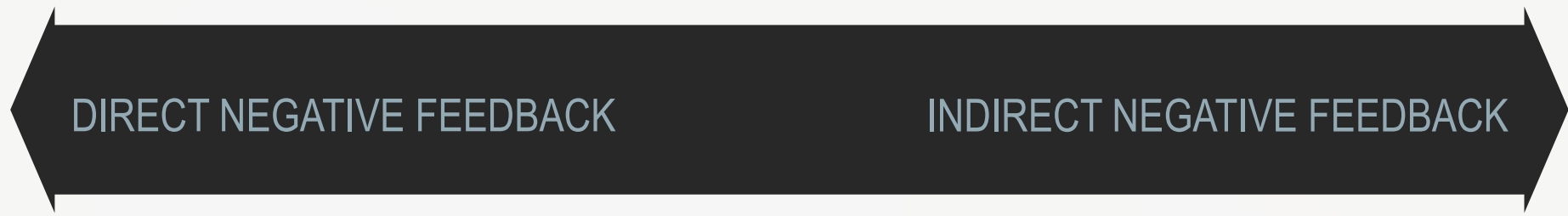
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Netherlands	France	Australia		Canada	India	Mexico	Zimbabwe	Myanmar	
Russia	Denmark		Belgium		Ireland	China	Uruguay	Saudi	Thailand
	Poland	Switzerland				Singapore	Turkey	Indonesia	



# High Context, Indirect Communication

It looks like we're going to have to keep the production line running on Saturday

I see.

Can you come on Saturday?

Yes, I think so.

That'll be a great help.

Yes, Saturday is a special day.

How do you mean?

It's my son's birthday.

How nice I hope you all enjoy it.

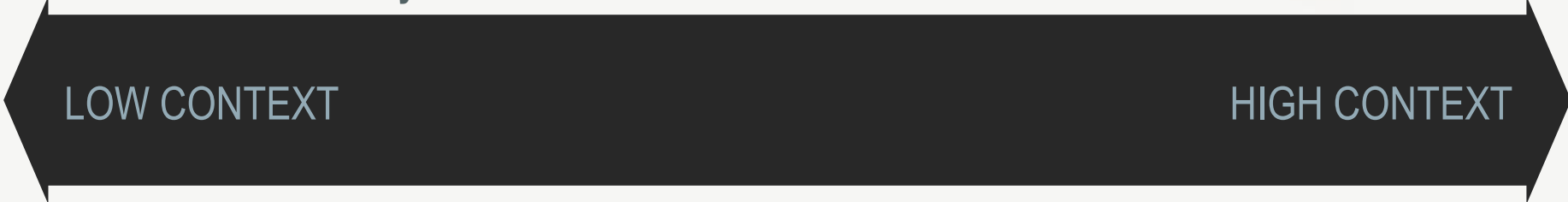
Thank you. I appreciate your understanding.

*Mr. Chen*

*Mr. Jones*



Netherlands  
Germany

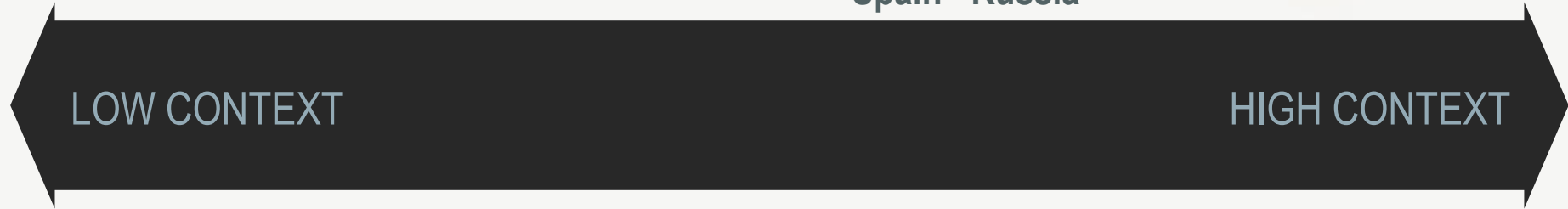


Netherlands  
Germany





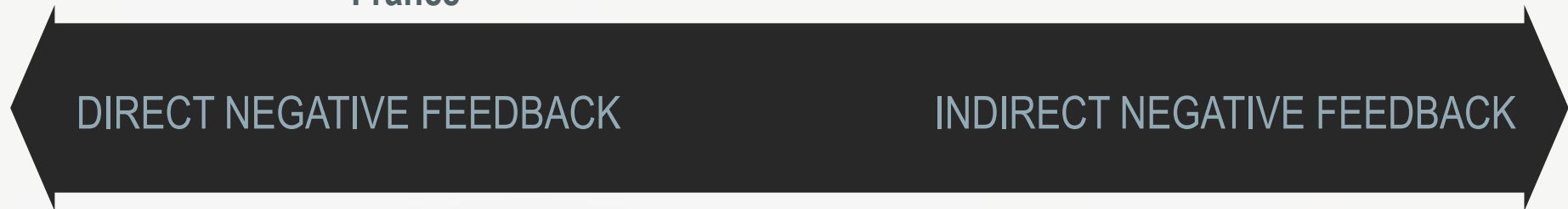
France  
Spain Russia



Russia

France

Spain





Japan Thailand

China Russia Saudi Emirati

Uruguay Brazil Turkey Israel

Korea

Finland

Zimbabwe

Denmark

Netherlands India France US



Myanmar Malaysia

Sweden

Switzerland Germany UK Spain Italy





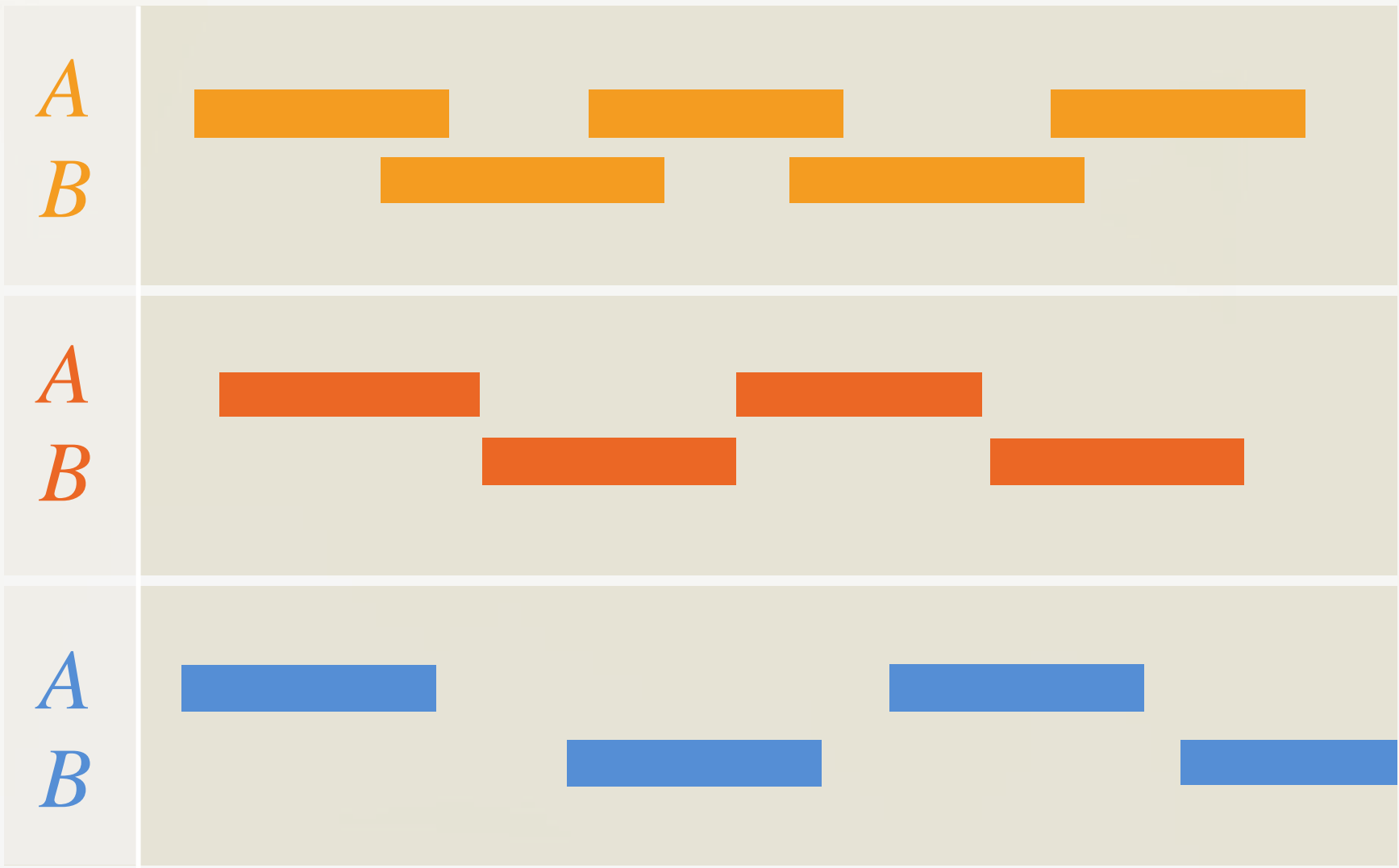
<i>A</i>	
<i>B</i>	



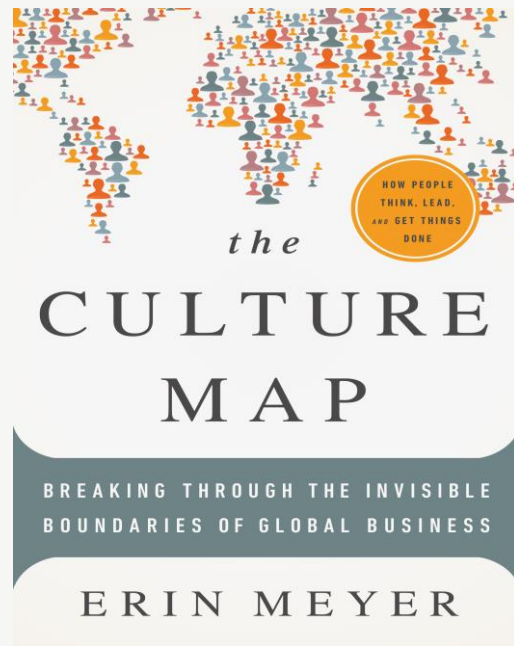


<i>A</i>			
<i>B</i>			
<i>A</i>			
<i>B</i>			









<http://cmer.in/HtLVP9>

