

# THE CULTURE MAP:

Breaking Through the Invisible Boundaries or Global Business

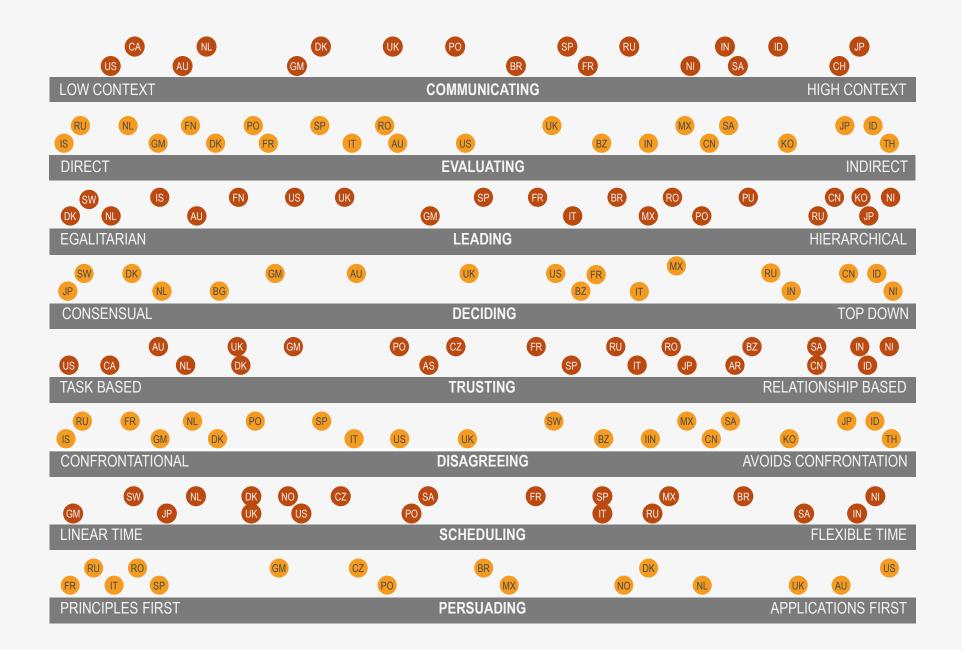


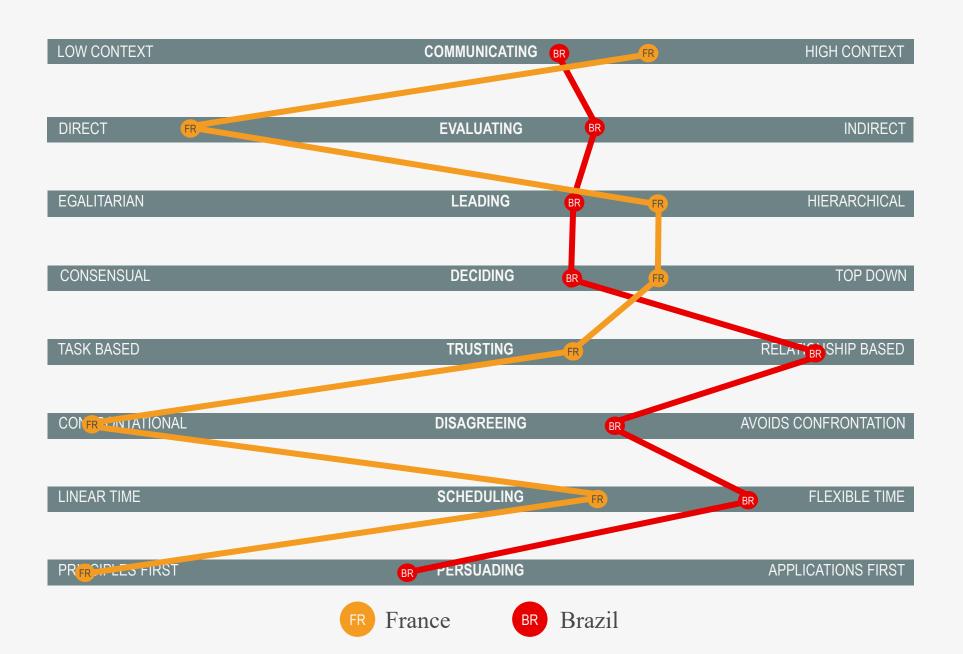


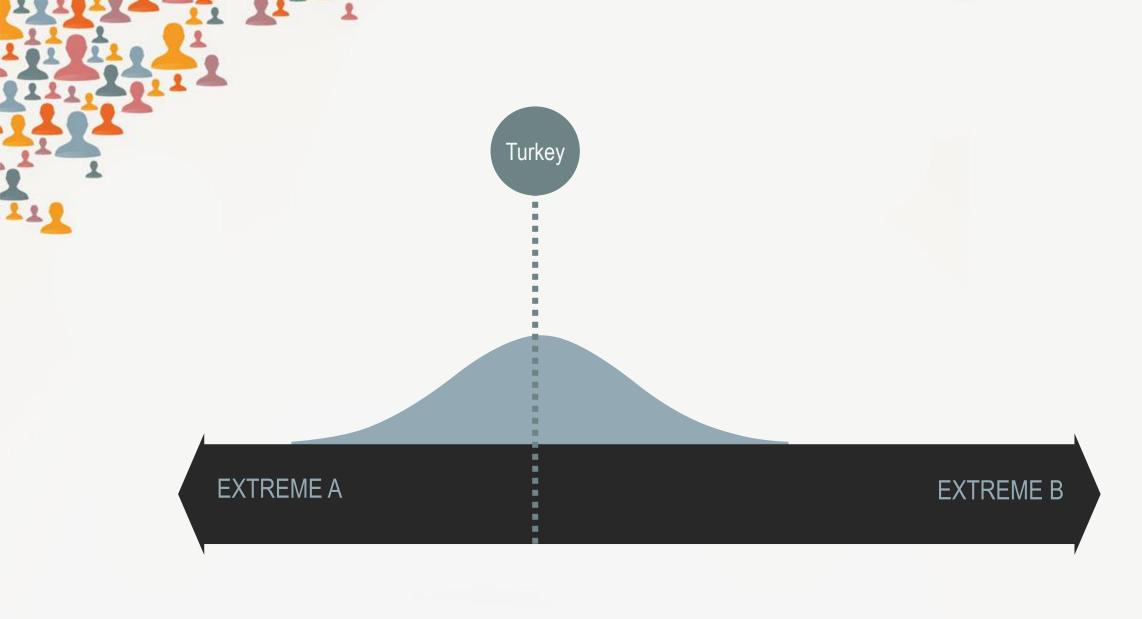




LOW CONTEXT	COMMUNICATING	HIGH CONTEXT
DIRECT	EVALUATING	INDIRECT
DIRECT	EVALUATING	INDIRECT
EGALITARIAN	LEADING	HIERARCHICAL
CONSENSUAL	DECIDING	TOP DOWN
CONSENSUAL	DECIDING	TOP DOWN
TASK BASED	TRUSTING	RELATIONSHIP BASED
CONFRONTATIONAL	DIGAODEFINO	AVOIDO CONFRONTATION
CONFRONTATIONAL	DISAGREEING	AVOIDS CONFRONTATION
LINEAR TIME	SCHEDULING	FLEXIBLE TIME
PRINCIPLES FIRST	PERSUADING	APPLICATIONS-FIRST



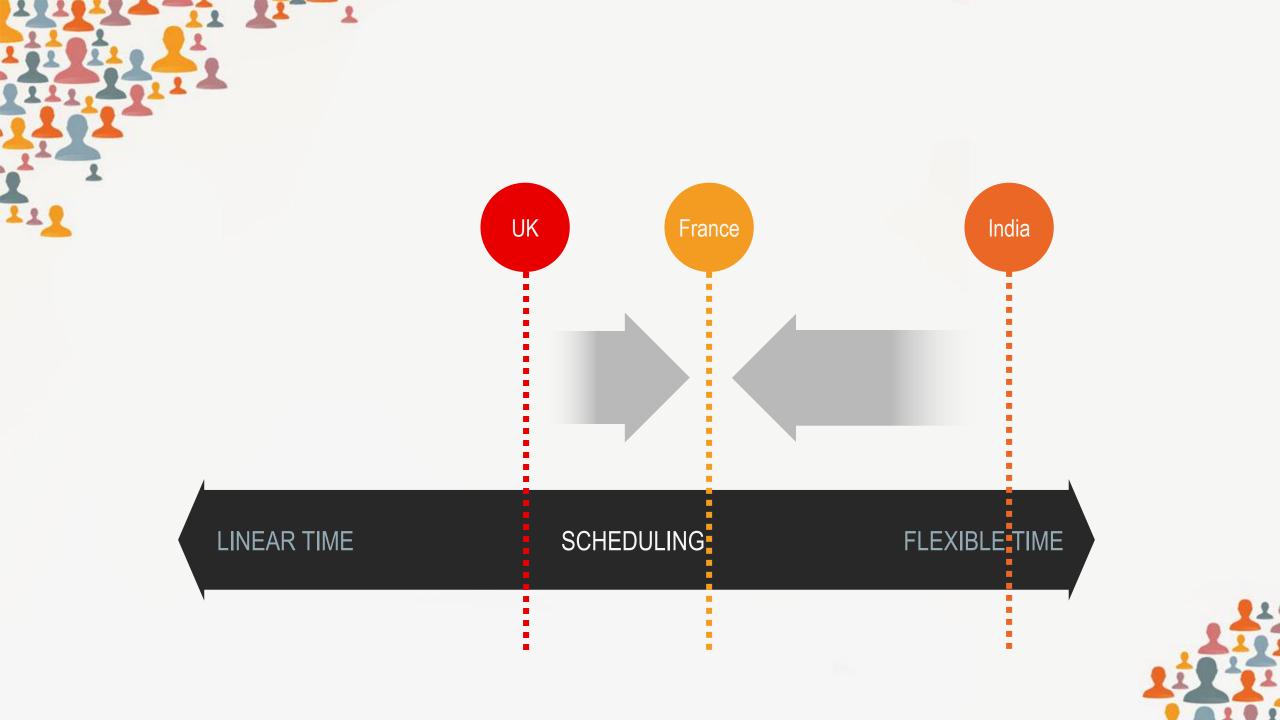


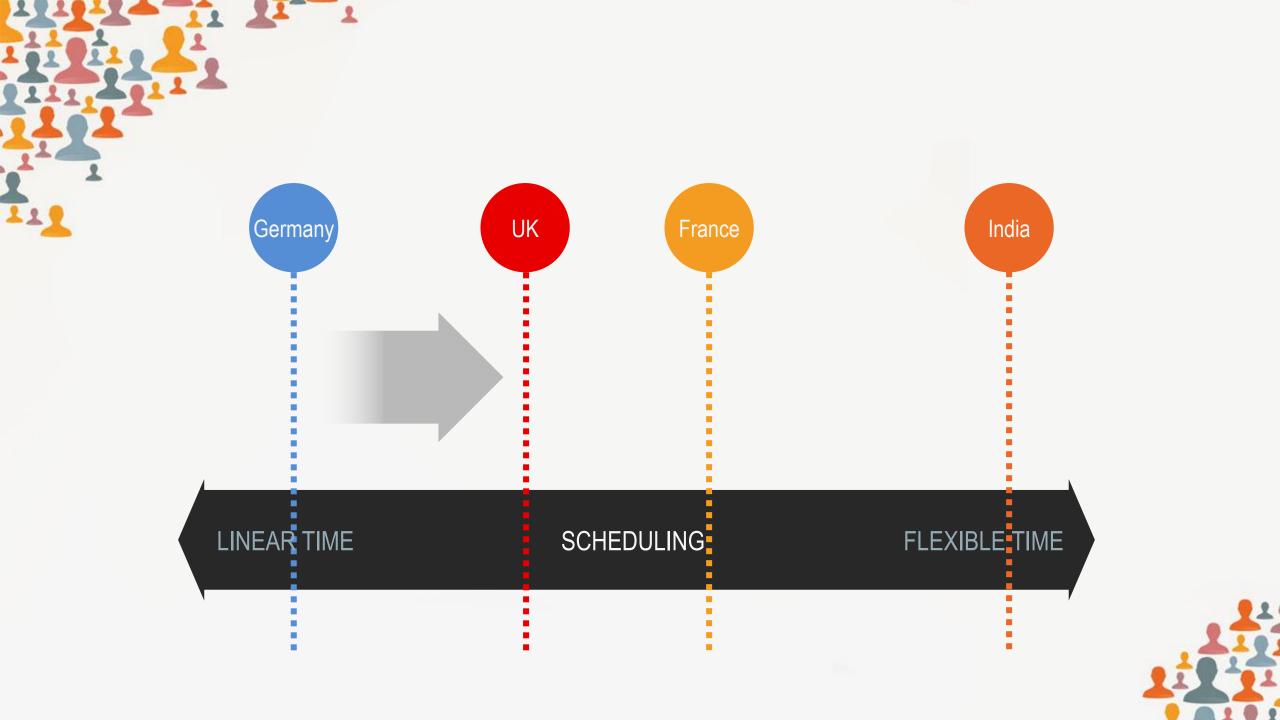














LOW CONTEXT COMMUNICATING

HIGH CONTEXT





#### LOW CONTEXT

COMMUNICATING

HIGH CONTEXT

Explicit Simple Clear





#### LOW CONTEXT

#### COMMUNICATING

HIGH CONTEXT

Explicit Simple Clear





LOW CONTEXT COMMUNICATING

**HIGH CONTEXT** 

Explicit Simple Clear





Nuanced



US Netherlands UK Poland
Australia Germany Sweden
Canada Ireland Finland Belgium

Denmark

Spain France India Zimbabwe Myanmar
Brazil Uruguay Turkey Saudi Thailand
n Mexico Italy Nigeria Malaysia Japan
Russia Singapore Emirati China Korea

LOW CONTEXT

COMMUNICATING

**HIGH CONTEXT** 

Explicit Simple Clear





US Netherlands

Australia Germany

Canada Irel

Ireland Finland

UK

Finland Belgium

Sweden

**Poland** 

gium Mexico Italy Nigeria Malaysia

Russia Singapore Emirati China Korea

Spain France India Zimbabwe Myanmar

Brazil Uruguay Turkey Saudi Thailand

Denmark

LOW CONTEXT

COMMUNICATING

**HIGH CONTEXT** 

Explicit Simple Clear Implicit Layered Nuanced

Japan





LOW CONTEXT COMMUNICATING HIGH CONTEXT

Explicit Simple Clear





LOW CONTEXT

COMMUNICATING

**HIGH CONTEXT** 

Explicit Simple Clear





LOW CONTEXT

COMMUNICATING

**HIGH CONTEXT** 

Explicit Simple Clear





LOW CONTEXT COMMUNICATING

**HIGH CONTEXT** 

Explicit Simple Clear





LOW CONTEXT

COMMUNICATING

HIGH CONTEXT

Explicit
Simple
Clear

Nuanced





LOW CONTEXT

COMMUNICATING

HIGH CONTEXT

Explicit
Simple
Clear

Layered
Nuanced

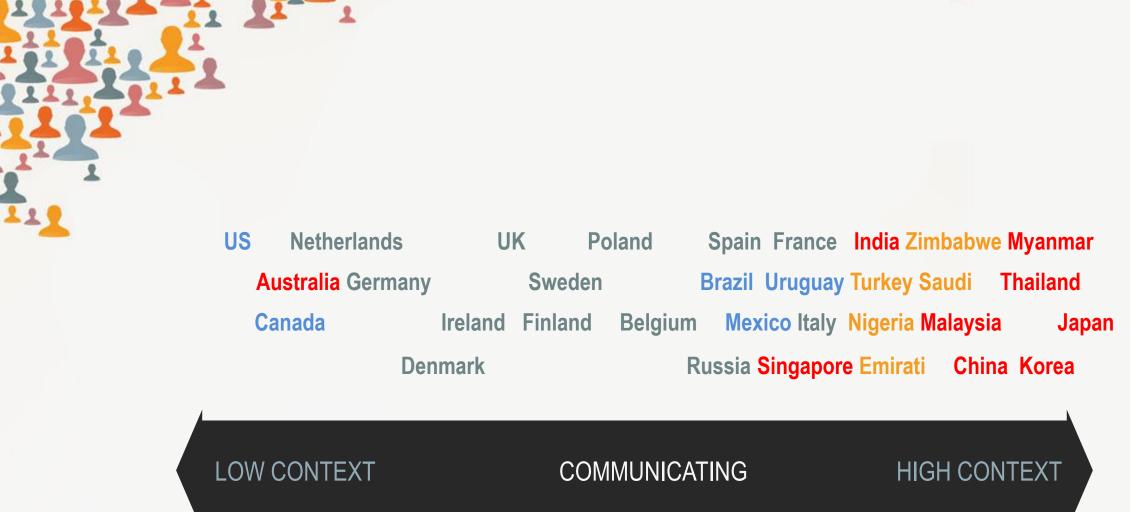


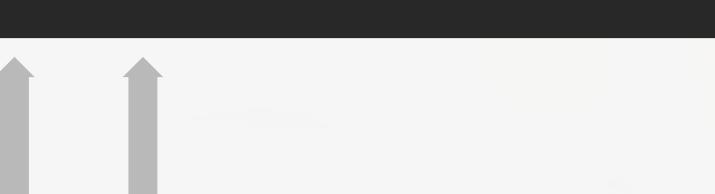


LOW CONTEXT COMMUNICATING HIGH CONTEXT

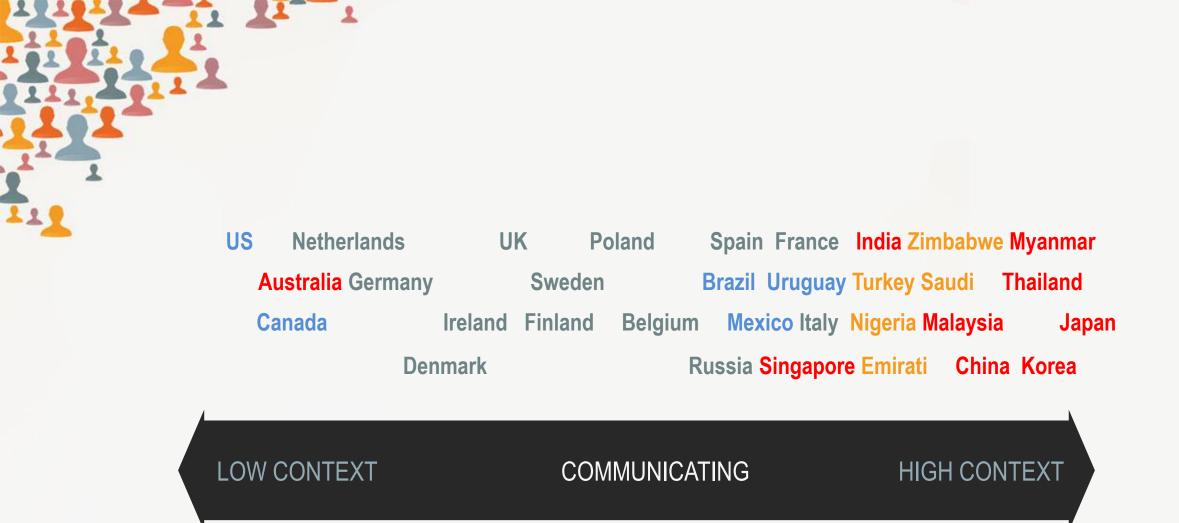
Explicit Simple Clear















LOW CONTEXT COMMUNICATING

**HIGH CONTEXT** 





### 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".





DIRECT NEGATIVE FEEDBACK





Germany Italy Spain USA UK **Brazil Emirati Korea** Japan Israel Myanmar **Netherlands Australia** Canada **India Mexico Zimbabwe** France Denmark Belgium Ireland China Uruguay Saudi Russia **Thailand Singapore Turkey Poland Switzerland** Indonesia

DIRECT NEGATIVE FEEDBACK





USA UK Germany Italy Spain **Brazil Emirati Korea** Israel Japan **Netherlands India Mexico Zimbabwe** Myanmar **France** Australia Canada Belgium Denmark Ireland China Uruguay Saudi Russia **Thailand** Singapore Turkey Poland **Switzerland** Indonesia

DIRECT NEGATIVE FEEDBACK





### **Up-graders:**

Definitely

Very

Certainly

Clearly

In Fact

### Down-graders:

Sort of

Kind of

Maybe

Pretty Much

I Guess





Germany Italy Spain USA UK **Brazil Emirati Korea** Israel Japan **Netherlands** Australia Canada **India Mexico Zimbabwe** Myanmar France Belgium Denmark **Ireland China Uruguay Saudi** Russia **Thailand** Singapore Turkey Poland **Switzerland** Indonesia

DIRECT NEGATIVE FEEDBACK





Germany Italy Spain USA UK **Brazil Emirati Korea** Israel Japan **Netherlands Australia India Mexico Zimbabwe** Myanmar **France** Canada Belgium Denmark Ireland China Uruguay Saudi Russia **Thailand** Singapore Turkey Poland **Switzerland** Indonesia

DIRECT NEGATIVE FEEDBACK





USA Germany Italy Spain Japan UK **Brazil Emirati Korea** Israel **Netherlands** France **India Mexico Zimbabwe** Myanmar Australia Canada Belgium Ireland **China Uruguay Saudi** Russia Denmark **Thailand** Singapore Turkey **Poland Switzerland** Indonesia

DIRECT NEGATIVE FEEDBACK



## High Context, Indirect Communication

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

LOW CONTEXT

HIGH CONTEXT

**Netherlands** 

Germany

DIRECT NEGATIVE FEEDBACK





#### France Spain Russia

LOW CONTEXT

HIGH CONTEXT

Russia Spain France

DIRECT NEGATIVE FEEDBACK





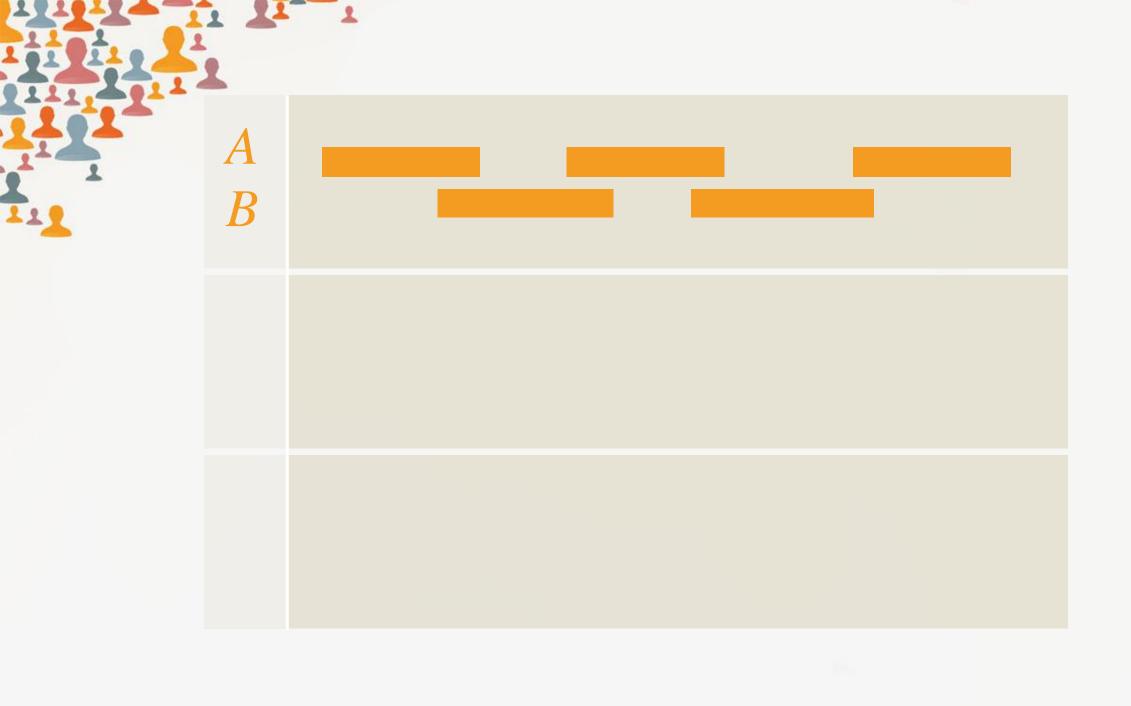
Japan Thailand China Russia Saudi Emirati Uruguay Brazil Turkey Israel
Korea Finland Zimbabwe Denmark Netherlands India France US

Myanmar Malaysia Sweden Switzerland Germany UK Spain Italy

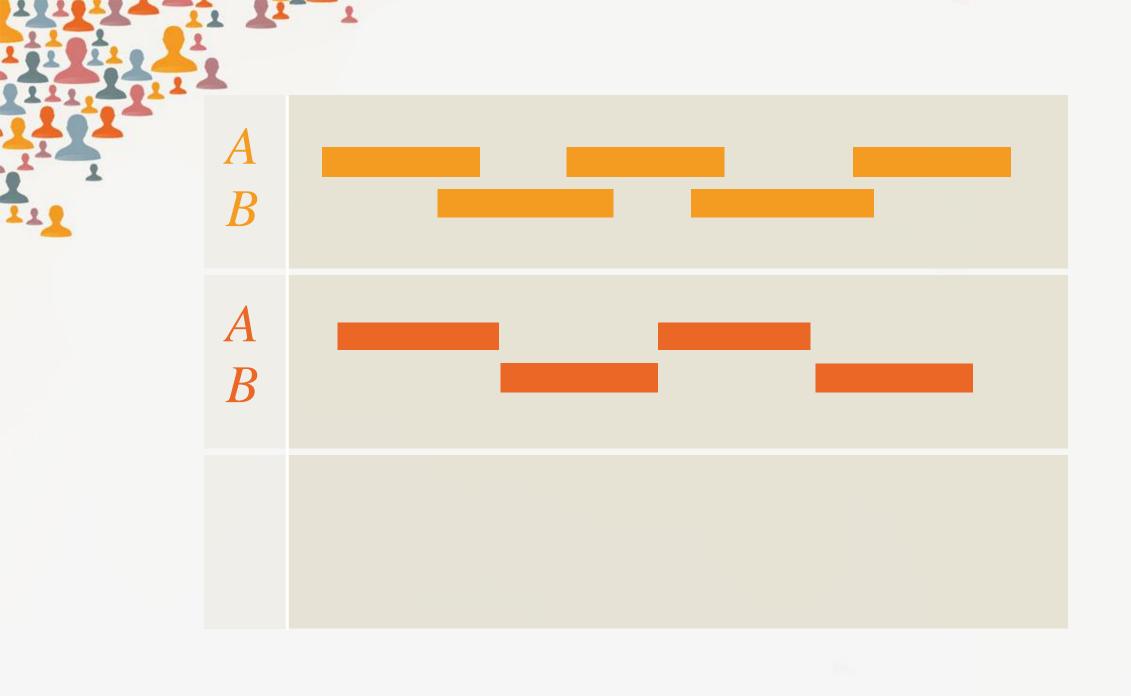
HIGH COMFORT WITH SILENCE

LOW COMFORT WITH SILENCE

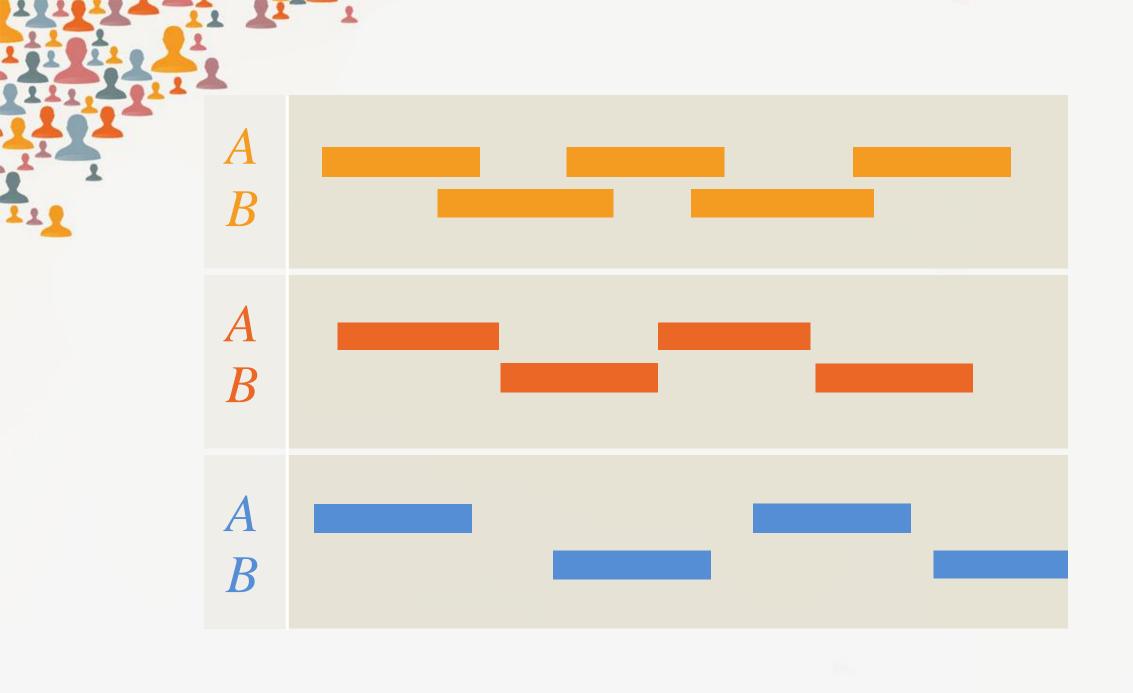






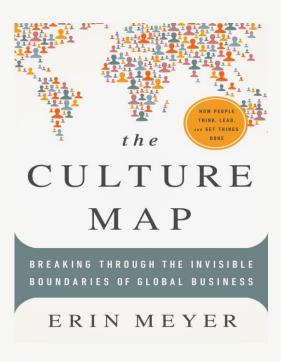












http://cmer.in/HtLVP9

