



# Global Communication Effectiveness

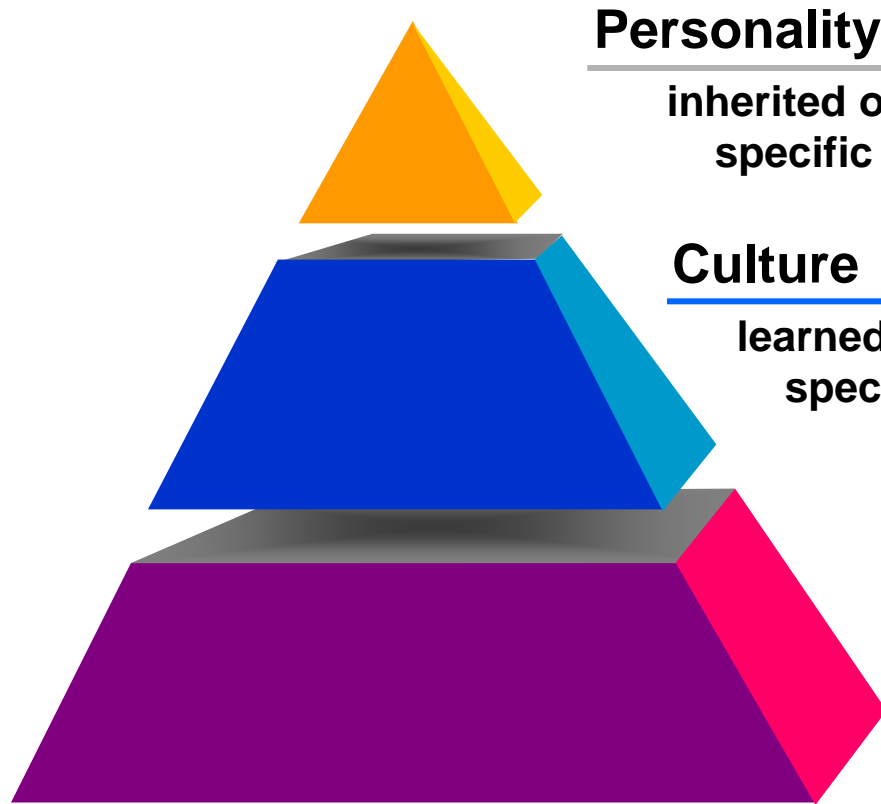
## University of Minnesota

Presented by  
Pam Pappas Stanoch  
May 7, 2013



ATHENA GROUP INT'L™  
Your team of global strategists

# Three Levels of Programming



## Personality

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inherited or learned  
specific to individual

## Culture

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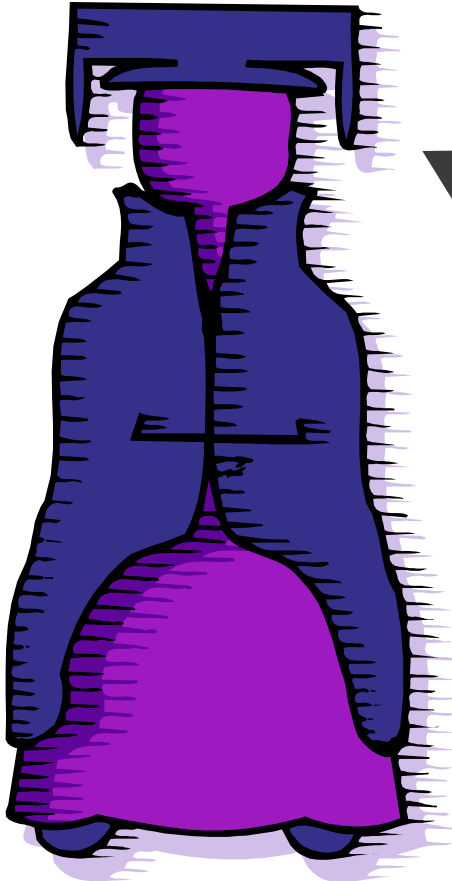
learned  
specific to group (family, country, company)

## Nature

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inherited  
universal

# Confucius (552- 479 B.C.)

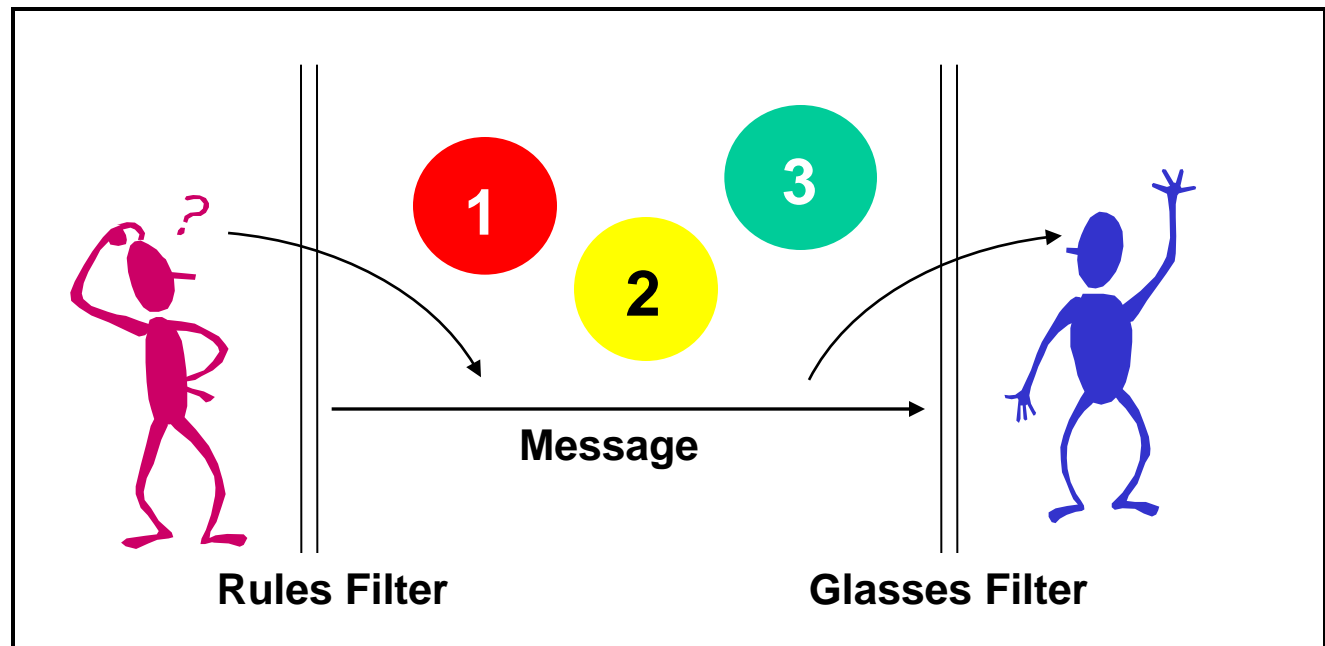


**By nature (people) are pretty much alike.**

**It is their learning and practices that distinguish them.**

# Communication Filters

- Pure communication is impossible
- We communicate many ways

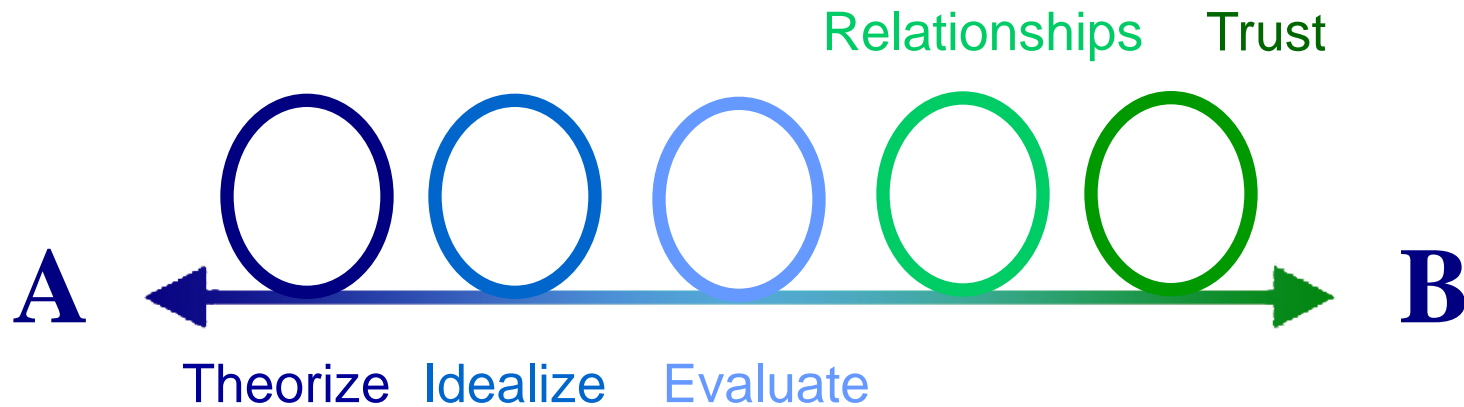


# Pragmatic Thought Process



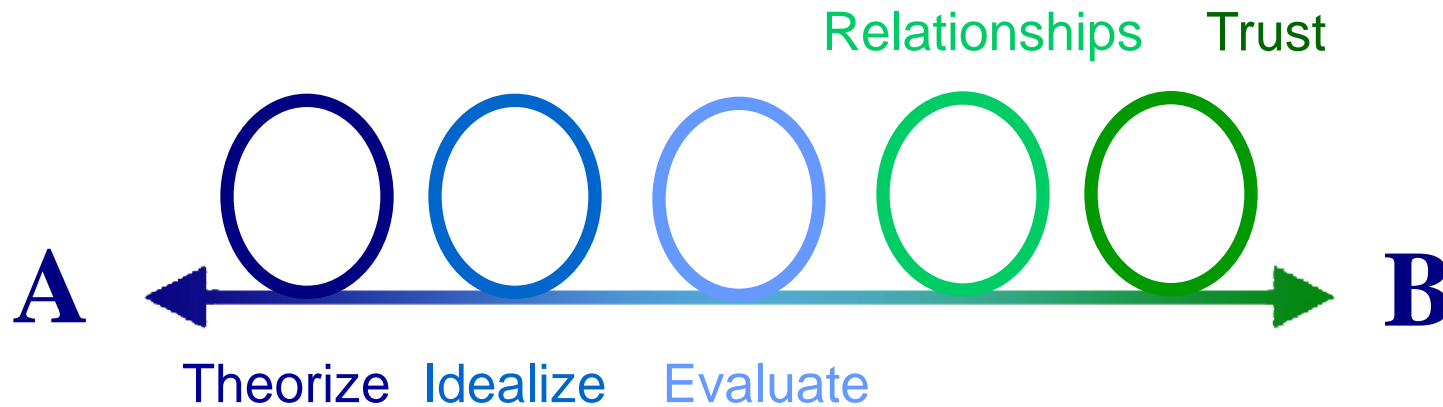
- Goal/Solution Oriented
- Direct/Indirect Verbal Styles
- True/False or Multiple choice, A, B, C, D
- Time Driven
- Individualistic
- “I” Centered
- Low Context

# Analytical Thought Process (1)



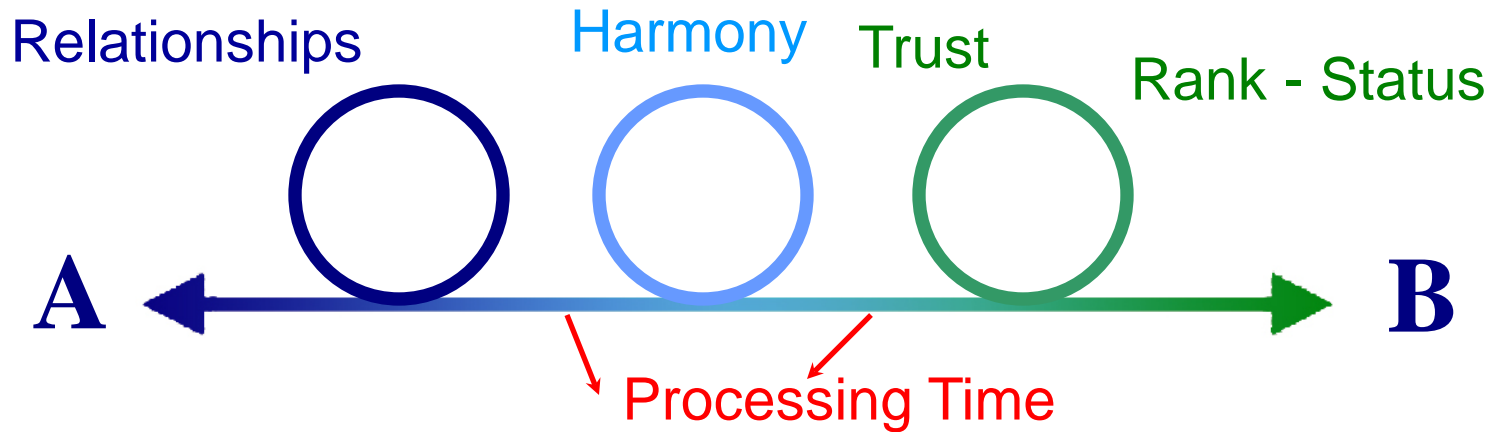
- Goal/Process Oriented
- Direct/Indirect Verbal Style
- Pros and cons
- Individualistic but within group
- “Consensus” Driven
- “We” centered
- Low/High Context

# Analytical Thought Process (2)



- Relationship/Process Oriented
- Direct/Indirect Verbal Style
- Pros and cons
- Collectivistic
- Hierarchical
- “We” centered
- High Context

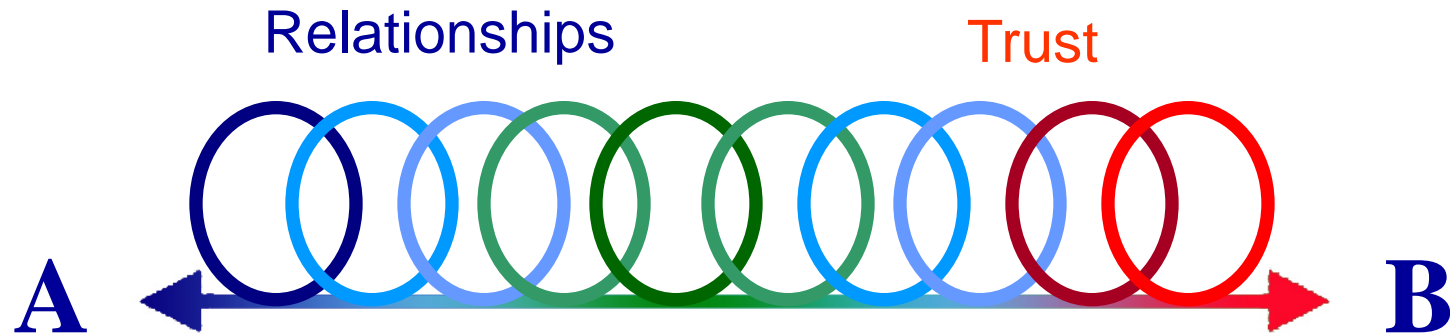
# Holistic Thought Process (1)



- Relationship/Group Oriented
- Indirect Verbal Style
- Collectivistic
- Consensus is Key
- “We” centered
- High Context



# Holistic Thought Process (2)



- Relationship Oriented
- Direct/Indirect Verbal Style
- Multi-Task
- Multiple Relationships
- Hierarchical
- Fatalistic
- High Context

# Communication Styles

## Low Scan (Low Context)



Words

Source: Kazuko Ikeda, Ph.D., Sietar Europa, 2001

# Communication Styles

## High Scan (High Context)



History

Future

Setting

Behavior

Words

Associates

Source: Kazuko Ikeda, Ph.D., Sietar Europa, 2001

# Communication Styles

**Over-scanning**



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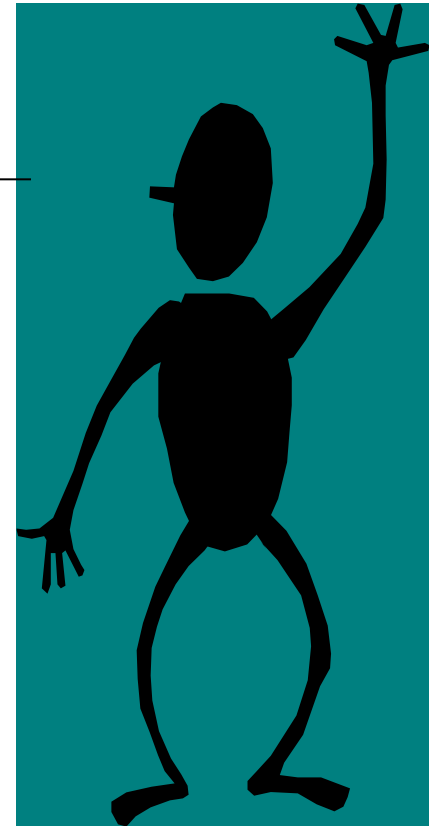
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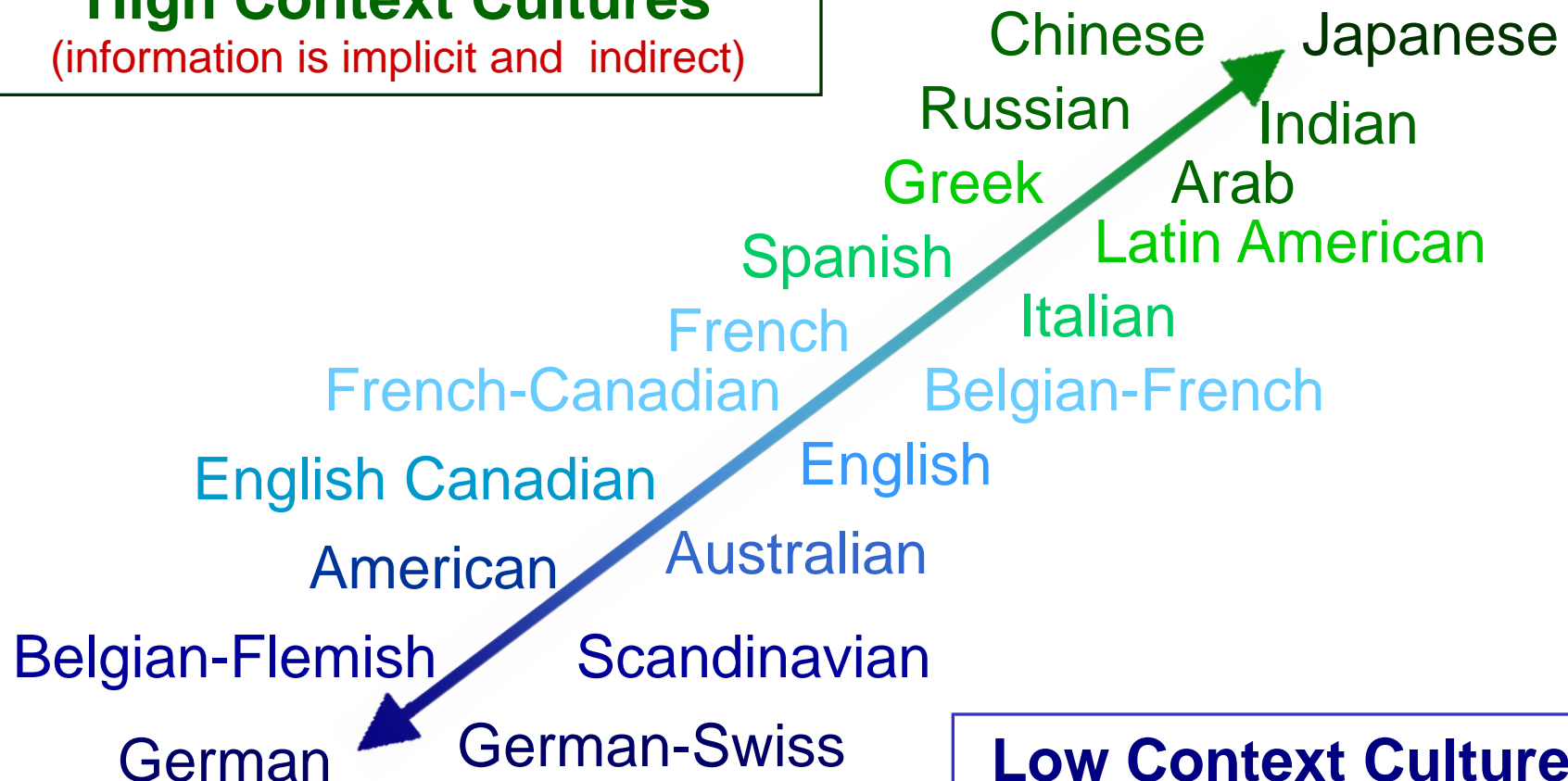
**Under-scanning**

Source: Kazuko Ikeda, Ph.D., Sietar Europa, 2001

# High/Low Context Culture

## High Context Cultures

(information is implicit and indirect)

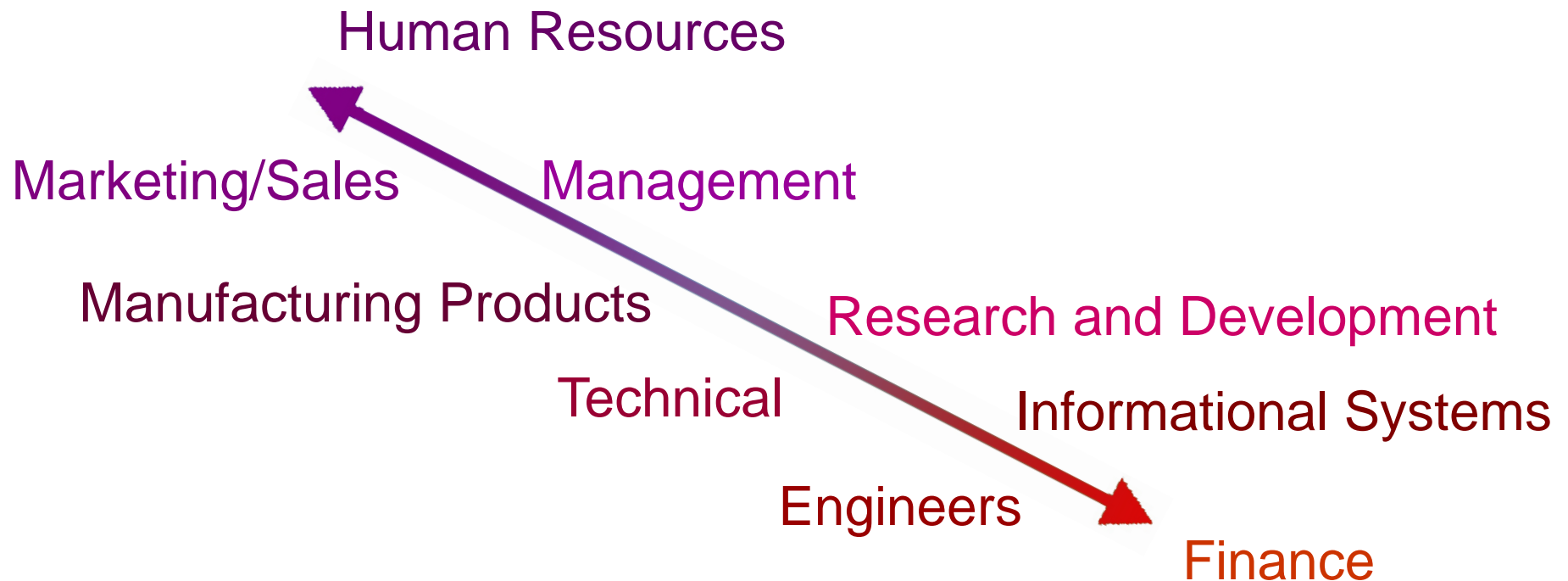


## Low Context Cultures

(information is explicit and direct)

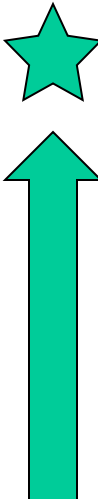

# High/Low Context Professions

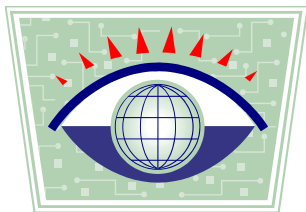
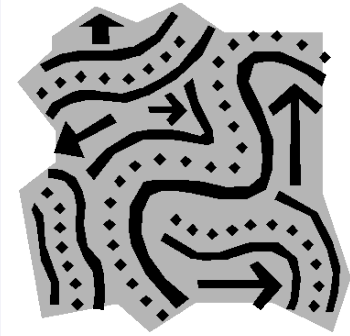
## High Context by Profession



## Low Context by Profession

# Culture Shock: What is it?

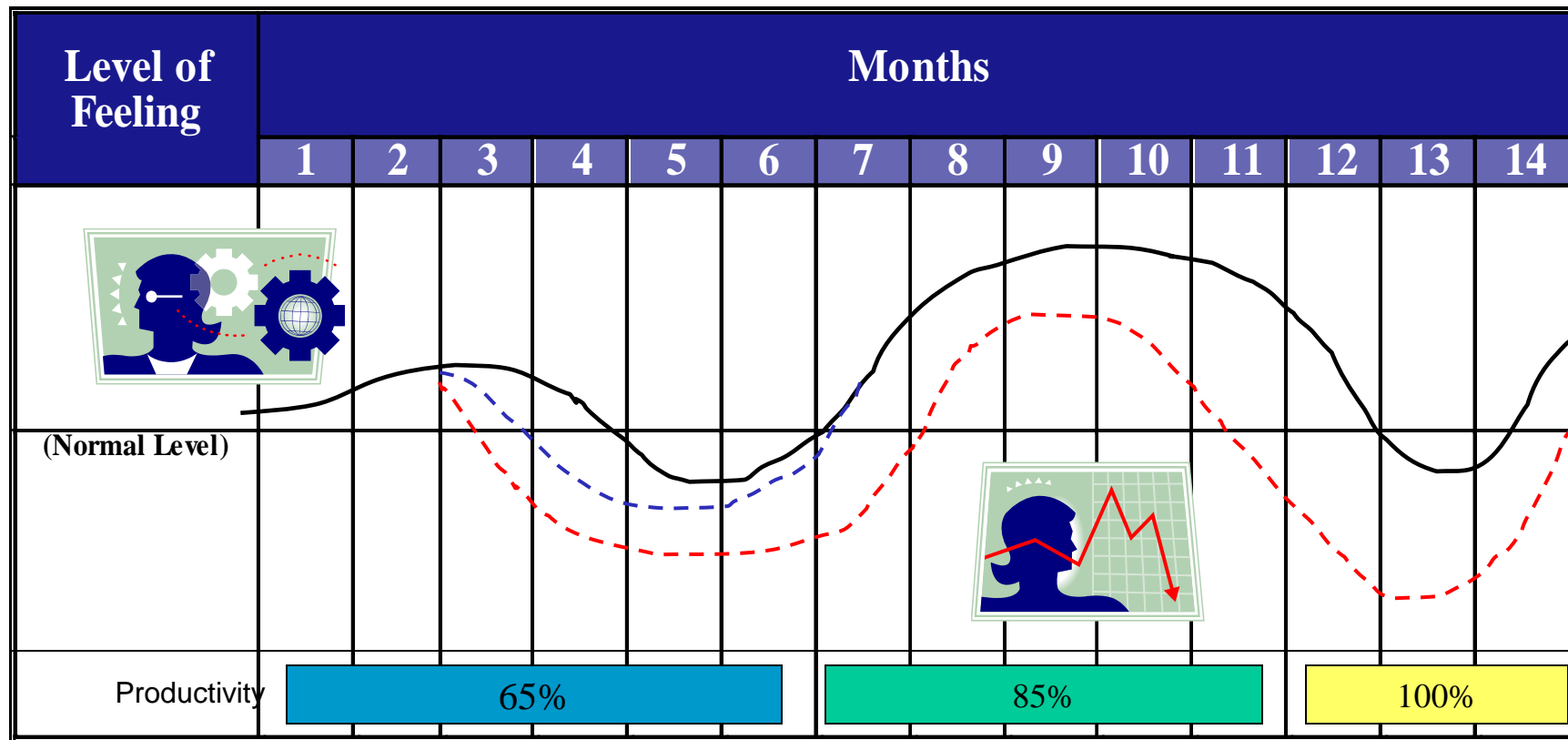
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- Being cut off from cultural cues and known patterns with which you are familiar
  - Living and working over an extended period of time in a situation that is ambiguous
  - Having your own values brought into question
  - Continually being expected to function at maximum skill-speed-where rules are unclear



*Source: Survival Kit for Overseas Living, Robert Kohls*



## Cultural Adaptation Cycle For a Two Year Assignment



\* The broken line indicates the extreme severity with which culture shock may attack.

Source: Survival Kit For Overseas Living, L. Robert Kohls



# Stages of Cultural Adaptation



## •**Stage One: Initial Euphoria/The Honeymoon**

- Arrive with great expectations and positive mind set
- Anything new is intriguing, fascinating and exciting
- Focus on similarities and how people everywhere are really very much alike

May Last from a week or two to a month or more

## **Stage Two: Irritation and Hostility**

- Focus turns from similarities to the differences which are suddenly everywhere
  - Become easily frustrated by the differences
    - Often feel inadequate and unproductive
    - Little difficulties become major sources of irritation
- Experience culture shock as the reality of the new life hits



# Stages of Cultural Adaptation - continued



## Stage three: Gradual Adjustment

- Has adopted some of the local values and feels less isolated
- Finds increased self confidence
- Becomes integrated into a new social network
- Happens subtly and gradually
- Crisis is over and slowly learn to function under new conditions

## Stage Four: Adaptation or Biculturalism

- Increased enjoyment found in new customs and ways of doing/saying things
  - Ability to function in two cultures with confidence
  - Life may be just as good or even better than before
- Realization that there will be things you will miss when you pack up and return home - anticipate reality of reverse culture shock!



# Progressive Stages of Culture Shock

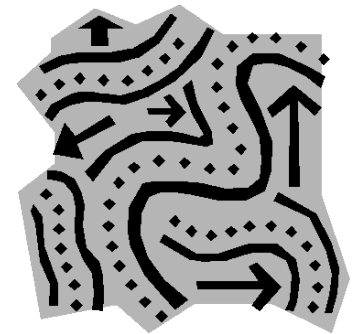
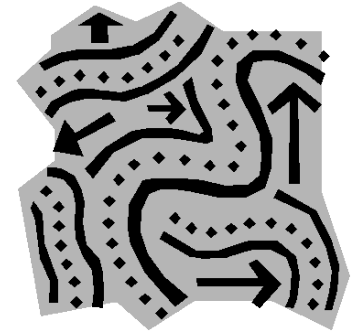
- Homesickness
- Boredom
- Withdrawal
- Need for sleep
- Compulsive eating/drinking
- Anger
- Irritability
- Exaggerated cleanliness
- Marital stress
- Family tension and conflict
- Chauvinistic excesses
- Stereotyping host nationals
- Hostility toward host nationals
- Loss of ability to work effectively
- Unexplainable fits of weeping
- Physical ailments



# Culture Adaptation Check List

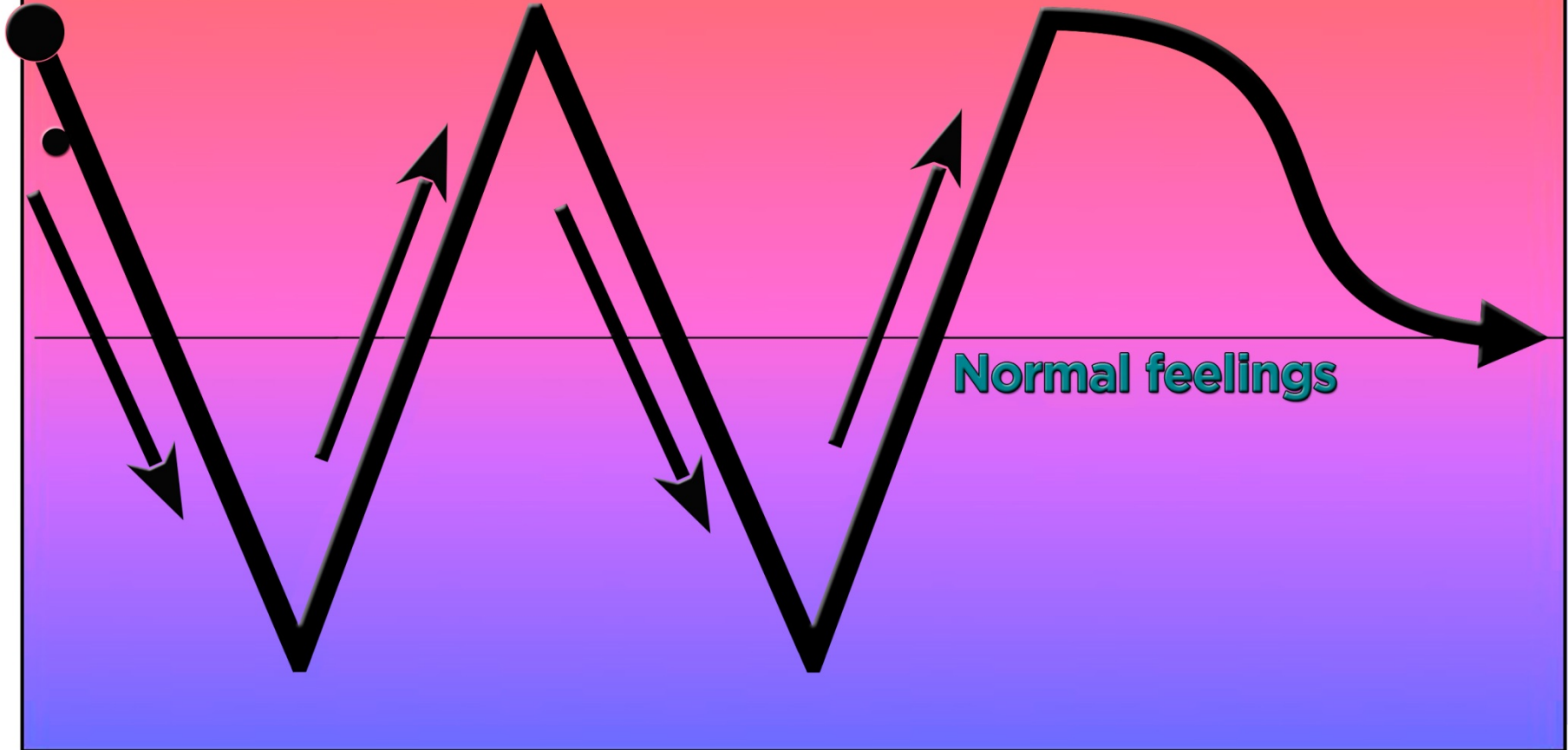
- ☑ Participation is the key
- ☑ Exercise to maintain physical and mental well-being
- ☑ Learn the host country language
- ☑ Establish new support systems with both expatriate and local nationals
- ☑ Relax your grip on home culture
- ☑ Set priorities on your time
- ☑ Blend your own cultural traditions with the new
- ☑ Keep a journal
- ☑ Maintain your sense of humor
- ☑ Have faith in yourself

**Experiment, expand, explore**



# Repatriation

Initial arrival home



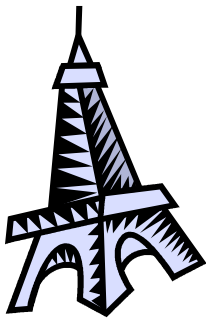


# Operating Internationally – Some guidelines



In **Britain**, you can do it  
*provided it's not forbidden.*

In **Germany**, you can do it  
*if it's allowed.*



In **France** and **Italy**, you can do it  
*even if it's forbidden.*

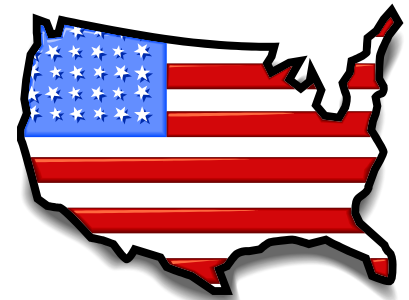
# Operating Internationally – Some guidelines

In **Russia**, *you can't do it even if it's allowed.*



In **Switzerland**, *if it isn't forbidden, it's compulsory.*

In the **USA** you can't tell whether it's forbidden, allowed or compulsory unless a lawyer interprets the fine print for you.



**GOOD LUCK!**

For further information on how we can support you in “Doing Global Business”, please:

- email: [pps@athenagroupintl.com](mailto:pps@athenagroupintl.com)
- speak directly to Pamela Pappas Stanoch:  
1-612-730-3971
- or visit our website at

[www.athenagroupintl.com](http://www.athenagroupintl.com)