Cultural Tools For Study Abroad Programs

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With David Livermore

The Visible Portion Includes
Language | Fashion | Media
Industry | Heroes | Sports
Occupations | Biz Models | Success
Entertainment | Greetings | Holidays
Government | Laws

Waterline = A Lens, Filter or Frame: Transparent, translucent or opaque?

The Unseen Portion Includes
Sense of Self | Needs | Trust
Satisfaction | Insight | Hopes
Aspirations | Respect | Fears
Understanding | Beliefs | Values
Likeability | Leadership

Reality or Perception(s) of Reality?
Culture as Tessellation:

“Tessellation”: the careful mix of patterns to produce various visual effects or images or the act of creating a mosaic.

Do you see an old woman or a young woman?

How many faces do you find in this image?
Consider This Phrase:
“It’s a simple ‘yes or no’ question.”
“We don’t see things as they are. We see them as we are.”

-Anais Nin

Identity =

Home country + life experience + x(microculture)^y

Now consider that by “Yes,” I mean:

- I am embarrassed to admit I don’t understand
- I respect you too much to imply you’ve given me a poor explanation
- I’ll do all I can to implement, later, what you’re saying
- It would be nice if what you are saying were true
- I also wish that what you are saying could be true at some other time, in some other circumstance.
- Yes. No. Maybe. Any or all of the above.
Thanks, Rachel and Janelle!

Save water by flushing twice?

Nonsense?
Save water by flushing twice?

Nonsense... or not:

by thesaurus

Save
Conserve
Recycle
Refresh

Thanks, Rachel and Janelle!

Lütfen gereksiz su sarfını önlemek için ikinci kez basınız.
Please help us save water. Press flush button twice.

Thanks, Dillon!

Lütfen gereksiz su sarfını önlemek için ikinci kez basınız.
Please help us save water. Press flush button twice.

“Please, it is not necessary to flush a second time to dispose of liquid waste.”
Thanks, Rachel and Janelle!

Save water by flushing twice?

Perfect Sense!

Sometimes we don’t realize what we don’t know.

Lütfen gerekşiz su sarfiyatını önlemek için ikinci kez basınız.
Please help us save water. Press flush button twice.

Thanks, Eren!

Save water by flushing twice?

Nonsense. . . or not:
by native fluency
“Please push the flush lever twice to stop unnecessary water use.”

(You know some flush systems stop pumping additional water to the reservoir if you hit the flush button once more after flushing, so the statement actually makes sense if you know how they work.)
(First) Impressions re: This Visual Image?
(First) Impressions re: This Visual Image?

Does this information impact your perception?

- Do you think I look good, Miguel?
- You look great, Javi!
- I'm not Javi, I'm Alberto!
- Never mind, I'm Miguel!
(First) Impressions re: This Visual Image?

Does this information impact your perception?

• Do you think I look good, Miguel?
• You look great, Javi!
• I’m not Javi, I’m Alberto!
• Never mind, I’m Miguel!

Judge nothing negatively

But why is this cartoon funny?

Above the Waterline
Indicators of ??
Above the Waterline
Indicators of
The Meaning Behind The Message

But
- Soles of feet offend many
- Layers to "Tar Heel" meaning
- "Tarheel" in Arabic = "to deport"
I imply no connection between the two modern, western messages here.

Thanks, Ganga!
Thanks, Ganga!

**Foot prints:** represent the “lotus” feet of goddess Lakshmi.
In India, touching the feet of deities / scholars / elder people in reverence is a common practice.

**The hindu swastika:** Good luck in Sanskrit.
A sacred symbol in Hinduism, Buddhism, Jainism and Mithraism, religions with a total of more than a billion adherents worldwide,
When something auspicious happens in a house, it is common for Swastika symbols to adorn the house.

In essence, the swastika along with the feet is just a religious / good luck charm bought by devotees. (In this case, devotees of Goddess Lakshmi).

“The most important thing in communication is to hear what isn't being said.”
~ Peter F. Drucker
The Complexities of These Realities Can Easily Overwhelm People

Especially People Experiencing New Culture for the First Time
As In Many Short-Term Study Abroad Situations
Can we apply systematic thinking to these many layers of interaction?

Several have tried.

### The Geert Hofstede Matrix of Culture

<table>
<thead>
<tr>
<th>Worldview 1</th>
<th>Worldview 2</th>
<th>Key Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism</td>
<td>Collectivism</td>
<td>Self or Other</td>
</tr>
<tr>
<td>Low Power-Distance</td>
<td>High Power-Distance</td>
<td>Hierarchy, Social Mobility</td>
</tr>
<tr>
<td>Low Uncertainty Avoidance</td>
<td>High Uncertainty Avoidance</td>
<td>Willingness to Take Risk</td>
</tr>
<tr>
<td>Masculinity</td>
<td>Femininity</td>
<td>Achievement or Relationship</td>
</tr>
<tr>
<td>Short-Term Orientation</td>
<td>Long-Term Orientation</td>
<td>Success Now or Success Later</td>
</tr>
</tbody>
</table>

### The Edward Hall Matrix of Culture

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<tr>
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<tbody>
<tr>
<td>High Context</td>
<td>Low Context</td>
<td>Direction vs. Initiative</td>
</tr>
<tr>
<td>Monochronic</td>
<td>Polychronic</td>
<td>Time and task management</td>
</tr>
<tr>
<td>Close Phase</td>
<td>Far Phase</td>
<td>Comfort Level Interacting w/ Others</td>
</tr>
</tbody>
</table>

With all of these layers and these infinite possibilities, how do we even begin to understand?

- Cultural Classification Survey
- National Profiles
- Further Study

Lewis’ Models Address Communication Styles

About Richard Lewis:
- Richard Lewis Communications (UK) offers global, executive, cross-cultural training
- Speaks 12 languages
- Consulted with Japanese Empress Michiko
- Knighted in Finland

Assessments based in
- Business dealings
- Personal experience
- Cross-cultural training
- Duke research and study
- CultureActive itself

CultureActive comes from the life, writings and research of Richard Lewis
• Expanded research
• Rigorous validation
• Continuing updates
• User surveys
• Trainer Training
• The CultureActive Instrument Itself

CultureActive continues to grow from the research and work @ Duke

Login & Look Around
Your access lasts a few months

CultureActive can provide time delineated access to a wealth of resources

www.cultureactive.com -- © Richard Lewis
Culture Active Manages Situational Self-Assessment Instruments

Culture Active Provides a Wealth of Nation-Specific Information
Tim Flood (Tim_Flood@unc.edu)
UNC Kenan-Flagler Business School

Short-Term Study Abroad Conference
Kansas City – 10-June-2010

Review Various National Profiles

Culture Active Provides Individual-in-Country Recommendations
www.cultureactive.com -- © Richard Lewis

“View Feedback” for the Cultural Classification Assessment shows you your individual results

Culture Active Emphasizes Key Over/Under the Waterline Issues
www.cultureactive.com -- © Richard Lewis
Culture Active Directs Personal Action and Reaction Plans

Culture Active Emphasizes Interaction & Communication Style
<table>
<thead>
<tr>
<th>LINEAR-ACTIVE</th>
<th>MULTI-ACTIVE</th>
<th>REACTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talks most of the time</td>
<td>Talks most of the time</td>
<td>Listens most of the time</td>
</tr>
<tr>
<td>Does one thing at a time</td>
<td>Does few things at once</td>
<td>Reacts to partner's action</td>
</tr>
<tr>
<td>Plans ahead, step by step</td>
<td>Plans grand outline only</td>
<td>Looks at general principles</td>
</tr>
<tr>
<td>Rises to the challenge</td>
<td>Rises to the challenge</td>
<td>Rises to the challenge</td>
</tr>
<tr>
<td>0.5% of the time</td>
<td>0.5% of the time</td>
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**Linear Active**: bases actions on facts, standards, customs, norms. Logical.

**Reactive**: bases actions on the particulars of a specific time, incident, or collaborator. Situational.

**Multi-Active**: bases actions on no one model, often acts “from the heart” or without thinking. Spontaneous.

**The L-M-R Ratios Offer Simplicity and Depth Simultaneously**

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<tr>
<th>L</th>
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<tbody>
<tr>
<td>5</td>
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<td>1</td>
</tr>
<tr>
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www.cultureactive.com -- © Richard Lewis
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The L-M-R Ratios Offer Simplicity and Depth Simultaneously

www.cultureactive.com — © Richard Lewis
Now, Assemble the Puzzle Pieces

- Your Own LMR Scores
- Our Group’s Diversity of Scores
- Wealth of Nat’l Profile Info in CA
- The Cultural Iceberg
- That Communication Underpins Everything

And Consider the Following Slides...
These plot points come directly from your group. Our Group: What do you make of this chart’s characterizations?

What do you make of this chart’s lack of clear lines?
Our Group

What do you make of this chart’s overlap of nations?

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CultureActive Realizes

- Stereotypes *sometimes* have some basis in fact or history
- Distinction, variety and difference are *positive*
- No one trait or approach has *merit* over any other

**Identity** =

Home country + life experience + x(microculture)^

**How CultureActive Works With STSA**

**Introspection** (Consideration of Self)

**Extraspection** (Consideration of Others)

**With Short-Term Study Abroad Programs**

**Before the Immersion**
- Identify Considerations / Hot-Buttons
- Develop Cross-Cultural Sensitivity
- Promote Off-the-Plane Awareness

**During the Immersion**
- Provide Anchors Amidst Overload
- Remind re: Depth and Relative Merit
- Indicate Self & Other Point/Counterpoint

**After the Immersion**
- Provide Vocabulary for Assessment & Review
- Facilitate Revision, Refutation, Realization
- Mix & Match with Past and Future Experiences
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-Anais Nin

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