

# Culture & Conflict



Introduction and Overview of key concepts, models and tools relating to managing inter-cultural communication and conflict in organisations



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## **INTRODUCTION**

The objectives of this document are to

1. Provide an overview of the key concepts, models and tools for Intercultural Communication and Conflict Management.
2. It is aimed primarily at professionals who work in a business environment or in international organisations.
3. It is designed as a resource for training in Leadership & Development and courses focused on Intercultural effectiveness, Conflict Management and Communication in general.
4. It is often used as reading material for pre-course or pre-workshop preparation.

This overview will focus only on a few well-known models and tools, which will be used in associated courses or workshops.

When it comes to understanding and mastering intercultural effectiveness and conflict management there are many different methods, tools and ideas regarding these subjects.

Regarding Intercultural models, if you do not have the time or desire to familiarise yourself with all 3 models, we recommend that you focus first on Erin Myer's Culture Map.

Her 8-dimension model (partly based on Edward Hall's work) is, in our view, simpler to understand and more practical to use in a business environment.

Also, her maps comparing a long list of countries across each of the dimensions are useful. We have included some of them here.

Her website also offers very useful tools and services for personal profiling, country mapping, team mapping and Corporate Culture Mapping. These tools, however, are not free.

If you wish to access a free online resource, then the Hofstede Insights – Online Country Comparison Tool is an option.

To make sense of the tool, however, you will need to familiarise yourself with his model and terminology.

At the end of this document, there is a list of recommended reading and viewing, which may also be helpful, whether you wish to delve more deeply into the topic or simply prefer viewing video talks to reading books, documents, or articles.

If you recognise the need for intercultural competence, we recommend you do both!

# CULTURE

## CONCEPTS

### The Need for Intercultural Competence

Cultural diversity is a wellspring of innovation and creativity, but it can also be a source of misunderstanding and conflict. The potential pitfalls lie in differing communication norms, values, etiquette, and expectations.

As people and organisations from diverse cultures and geographies interact with each other, they must be attuned to the intricacies of intercultural dynamics to build trust and facilitate successful outcomes.

Whether we are dealing with the interaction between sellers and customers, buyers negotiating contracts with suppliers, international project teams dealing with complex issues across different cultures and countries or simply communicating and dealing with work colleagues, the need for intercultural competence has never been higher.

### What is Intercultural Awareness?

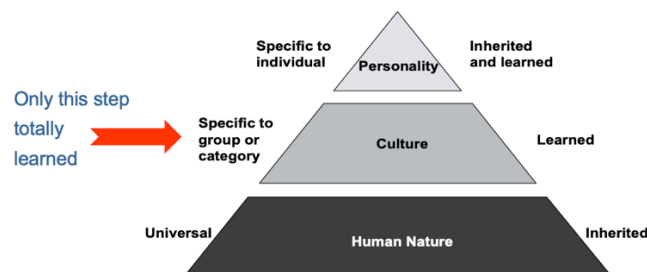
Intercultural awareness is the ability to understand and appreciate the differences between cultures. This includes understanding different values, beliefs, customs, and communication styles. When you are aware of cultural differences, you are better equipped to avoid misunderstandings and conflict.

The first step is to become more self-aware as to one's own values, beliefs, communication and conflict styles.

### The Pyramid of Mental Programming

Crucial to the understanding of intercultural dynamics is Hofstede's Pyramid of Mental Programming. This concept underscores that culture is entirely learned, and therefore, can be managed and "un-learned." Cultural sensitivity is not fixed, but rather a malleable skill that can be developed over time.

Hofstede's pyramid of mental programming



### Cultural Bias

Cultural bias is a set of assumptions and beliefs that we hold about people from other cultures.

These biases can be positive or negative, and they can be based on our own cultural experiences, our understanding of other cultures, or even our personal prejudices.

Cultural biases can be important for intercultural awareness and communication because they can help us to understand how our own culture influences our perceptions of others.

By being aware of our own biases, we can start to challenge them and become more open-minded to other cultures.

For example, if I believe that people from my own culture are more intelligent than people from other cultures, this bias could lead me to make assumptions about someone's intelligence based on their cultural background. This could lead to misunderstandings and communication breakdowns.

However, it is important to note that cultural biases are not always negative. Sometimes, they can be helpful in providing us with a framework for understanding other cultures. For example, if I know that people from a particular culture value collectivism, this knowledge can help me to understand why they might behave in a certain way.

The key is to be aware of our biases and to be willing to challenge them. This is essential for effective intercultural communication.

### Stereotypes vs Generalisations

The difference between stereotypes and generalizations in an intercultural context is that stereotypes are usually negative and inaccurate, while generalizations are more neutral and accurate.

A stereotype is a fixed, oversimplified image or idea about a particular group of people.

Stereotypes are often based on prejudice and can lead to discrimination.

For example, the stereotype that all Asians are good at math is a negative stereotype that is not accurate.

A generalization is a statement that applies to a group of people, but it does not apply to every individual in the group.

Generalizations can be accurate or inaccurate, depending on the evidence.

For example, the generalization that people from certain cultures are more likely to value collectivism than individualism is a generalization that may be accurate, but it is important to remember that there are always exceptions.

In an intercultural context, it is important to be aware of the difference between stereotypes and generalizations. Stereotypes can lead to misunderstandings and communication breakdowns, while generalizations can be helpful in providing us with a framework for understanding other cultures.

### CULTURAL MODELS

Here are some of the key models we will explore and use. They are based on well-known and recognized academics, researchers, and practitioners.

#### Erin Myer's 8-Dimensions model: The Culture Map

I have chosen to start with Erin Myer's Culture Map, as I personally find it more useful and practical in a business or organisational context. That said, much of her work has obviously benefited from and is partly the result of research done previously by Edward T Hall and Geert Hofstede, both of whose models I have included.

Fons Trompenaars also has some very interesting insights (see "Recommended Reading and Viewing" section, at the end of this document, for more information).

It is important to distinguish between Cultures and Personalities.

- Cultural dimensions and scales are all relative:  
for example, the Spanish culture is often considered more relationship-based than task-based. This may be true from the perspective of a French, UK or USA perspective or any other culture that falls left of Spain on the scale. However, from an Indian, Chinese, Saudi Arabian or Angolan culture, then in comparison, the Spanish culture may seem more task based.
- It is critical therefore to compare cultures from your own cultural perspective, as well as from those of others.
- Likewise, it is important to compare your own personal tendencies on these scales (which are part of your personality) with that of your own national culture (or the culture that you were mostly educated in).
- The Communication Scale (low vs high context) is critical in understanding the nuances and complexities of cultures. Language, education and history play an important role in how we think and communicate.
- Whether we are aware of it or not, our culture plays a very important role in how we communicate. Personality and other skills and competencies obviously play a role too, but often we are simply not aware of how our own culture (language and training) impacts the way we communicate.

Even seasoned, cosmopolitan managers often have oversimplified ideas about how people from other cultures operate.

That's because they tend to zero in on just one or two elements—communication, for example, or decision making.

But culture is more complex than that.

To get an accurate picture, you need to gauge cognitive, relational, and behavioural differences along the eight dimensions where cultural gaps are most common—and to assess yourself in those areas.

## Culture & Conflict

Erin Meyer's work provides a valuable framework for understanding how cultural differences impact communication, collaboration, and decision-making in a globalized world.

Remember that these are generalizations, and individuals within a culture may vary in their preferences and behaviours.

Research and experience encourage a nuanced and adaptable approach when working across diverse cultural contexts.

### The 8 Dimensions (and scales)

1. **Communicating:** low-context vs. high-context
2. **Evaluating:** direct negative feedback vs. indirect negative feedback
3. **Persuading:** principles-first vs. applications-first
4. **Leading:** egalitarian vs. hierarchical
5. **Deciding:** consensual vs. top-down
6. **Trusting:** task-based vs. relationship-based
7. **Disagreeing:** confrontational vs. avoids confrontation
8. **Scheduling:** linear-time vs. flexible-time

#### 1. Communicating: Low-Context vs. High-Context:

- Low-context cultures rely on explicit verbal communication and value clarity and transparency in speech.
- High-context cultures place greater emphasis on non-verbal cues, context, and the relationship between communicators.

#### 2. Evaluating: Direct Negative Feedback vs. Indirect Negative Feedback:

- Some cultures prefer direct and explicit negative feedback to address issues directly.
- Others prefer indirect negative feedback, delivered more subtly to avoid confrontation.

#### 3. Persuading: Principles-First vs. Application-First:

- In principles-first cultures, people often start with the underlying principles or theory before moving to specific examples.
- Application-first cultures prefer to start with practical examples and then move to the underlying principles.

#### 4. Leading: Egalitarian vs. Hierarchical:

- Egalitarian cultures value equality and may have flatter organizational structures.
- Hierarchical cultures emphasize clear authority and a more structured organizational hierarchy.

#### 5. Deciding: Consensual vs. Top-Down:

- Consensual decision-making involves seeking input from multiple stakeholders and reaching a group consensus.
- Top-down decision-making involves decisions made by a few individuals at the top of the hierarchy.

#### 6. Trusting: Task-Based vs. Relationship-Based:

- Task-based trust is built on the competence and reliability of individuals.
- Relationship-based trust relies on personal connections and relationships as the foundation for trust.

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### 7. Disagreeing: Confrontational vs. Avoids Confrontation:

- Confrontational cultures view open disagreement as a positive way to resolve conflicts and improve decisions.
- Avoids confrontation cultures prefer to avoid direct confrontations and may use indirect means to express disagreement.

### 8. Scheduling: Linear-Time vs. Flexible-Time:

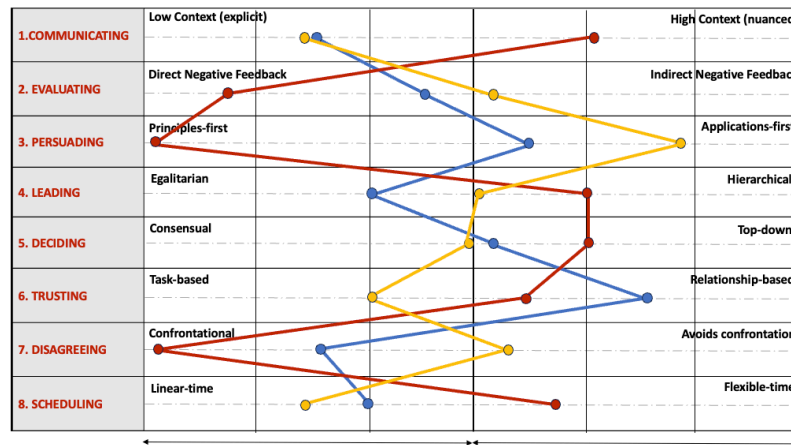
- Linear-time cultures emphasize punctuality and adhering to schedules.
- Flexible-time cultures are more relaxed about time and may prioritize relationships over strict adherence to schedules.

## Your Personal Culture Profile

The first step in Inter- Cultural Effectiveness is to become aware of your own personal profile in terms of the Dimensions used, whether they are those proposed by Erin Myer or those proposed by Hofstede.

Once you explore and define your own profile, you can compare it to the Country Profile which mostly closely resembles your own culture, and then compare both to whichever country culture you are interested in comparing. See example below:

Example of **Personal Evaluation** vs **my culture** vs **another culture**



The Erin Myer website offers you a series of tools, including doing your own Personal Cultural Profile.

There is a free version of this Profile offered on The Harvard Business Review: Quick online self-evaluation (free): What's Your Cultural Profile? by Erin Meyer <https://hbr.org/2014/08/whats-your-cultural-profile>

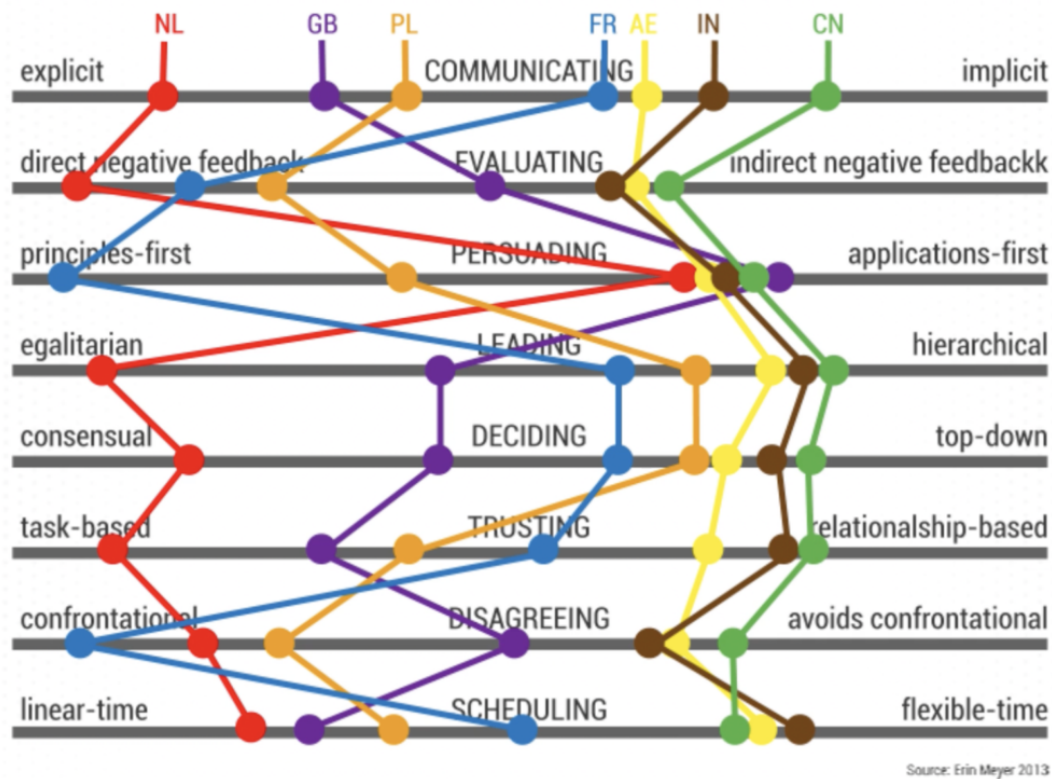
For a more in-depth Personal Profile, or for specific Team, Country or Culture Mapping tools please refer to the Erin Myer website: <https://erinmeyer.com/tools/>



## Culture & Conflict

### Example of a Country Comparison Map

In this case, the countries compared are the Netherlands, Great Britain, Poland, France, Arab Emirates, India, and China:



### Examples of Country Comparisons for each Dimension

#### 1. Communicating (low-context vs. high-context)



#### Communicating

This scale measures the degree to which a culture prefers low- or high-context communication, a metric developed by anthropologist Edward Hall.

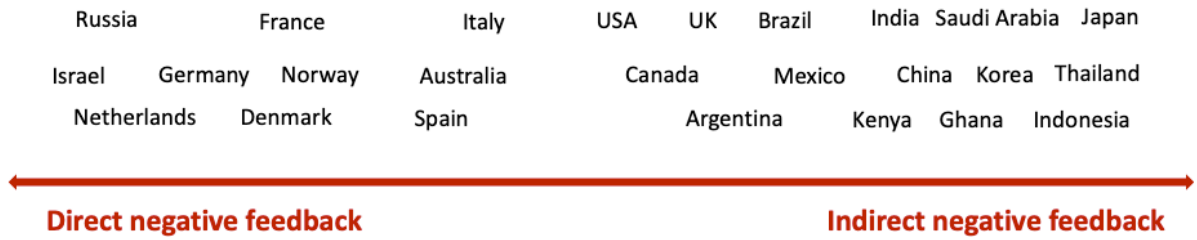
**Low-context cultures** (such as the U.S., Germany, and the Netherlands), rely on explicit verbal communication and value clarity and transparency in speech.

- Good communication is precise, simple, and clear.
- Messages are expressed and understood at face value.
- Repetition is appreciated if it helps clarify the communication.

**High-context cultures** (such as China, India, and France), place greater emphasis on non-verbal cues, context, and the relationship between communicators.

- Reading between the lines is expected (e.g., "*sous-entendu*")
- Less is put in writing, and more is left to interpretation.
- Good communication is sophisticated, nuanced, and layered.
- Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.

## 2. Evaluating (direct negative feedback vs. indirect negative feedback)



### Evaluating

Often confused with the Communicating scale, Evaluating measures something distinct: the relative preference for direct versus indirect criticism.

- Some cultures prefer direct and explicit negative feedback to address issues directly.
- Others prefer indirect negative feedback, delivered more subtly to avoid confrontation.
- The French, for example, are high-context communicators relative to Americans yet are much more direct with negative feedback. Spaniards and Mexicans are equally high-context communicators, but the Spanish are much more direct than Mexicans when it comes to giving negative feedback.

#### Direct negative feedback:

Negative feedback to a colleague is provided frankly, bluntly, honestly.

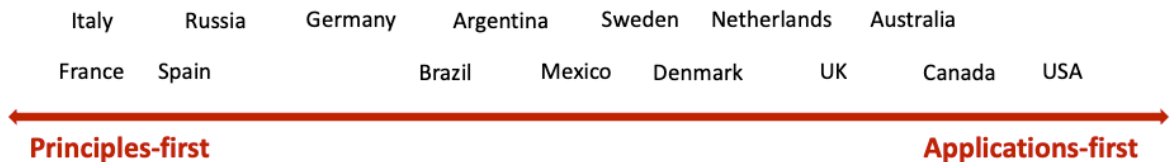
Negative messages stand alone, not softened by positive ones.

Absolute descriptors are often used (totally inappropriate, completely unprofessional) when criticising. Criticism may be given to an individual in front of a group.

#### Indirect negative feedback:

- Negative feedback to a colleague is provided softly, subtly, diplomatically.
- Positive messages are used to wrap negative ones.
- Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticising. Criticism is given only in private.

## 3. Persuading (principles-first vs. applications-first)



### Persuading

This scale measures preference for **principles-first versus applications-first arguments** (sometimes described as deductive versus inductive reasoning).

- People from Germanic and southern European cultures usually find it more persuasive to lay out generally accepted principles before presenting an opinion or making a statement.
- American and British managers typically lead with opinions or factual observations, adding concepts later to explain as necessary.

#### Principles-first

- In principles-first cultures, people often start with the underlying principles or theory before moving to specific examples.
- Individuals have been trained to first develop the theory of complex concept before presenting a fact, statement, or opinion.
- The preference is to begin a message or report by building up a theoretical argument before moving on to a conclusion.
- The conceptual principles underlying each situation are valued.

#### Applications-first

- Application-first cultures prefer to start with practical examples and then move to the underlying principles.
- Individuals are trained to begin with a fact, statement, or opinion and later add concepts to back up or explain the conclusion as necessary.
- The preference is to begin a message or report by building up a theoretical argument before moving on to a conclusion.
- The conceptual principles underlying each situation are valued.

**\*Note:** The Persuading scale does not plot all world cultures as the concept of Principles-first and Applications-first only applies to western environments. Asian cultures, for example, are Holistic and neither Applications-first nor Principles-first. This is why the Persuading scale will not appear on the map when some countries are plotted.

## 4. Leading (egalitarian vs. hierarchical)



### Leading

This scale gauges the degree of respect and deference shown to authority figures, on a spectrum between the egalitarian and the hierarchical.

The former camp includes Scandinavia and Israel, whereas China, Russia, Nigeria, and Japan are more hierarchical.

The metric builds on the concept of power distance, first researched by Geert Hofstede, who conducted 100,000 management surveys at IBM in the 1970s, and later researched by Robert House and Mansour Javidan in their GLOBE Study of 62 Societies.

### Egalitarian

Egalitarian cultures value equality and may have flatter organizational structures.

- The ideal distance between a boss and a subordinate is low.
- The best boss is a facilitator among equals.
- Organizational structures are flat. Communication often skips hierarchical lines.

### Hierarchical

Hierarchical cultures emphasize clear authority and a more structured organizational hierarchy.

- The ideal distance between a boss and subordinate is high.
- The best boss is a strong director who leads from the front.
- Status is important.
- Organizational structures are multi-layered and fixed.
- Communication follows set hierarchical lines.

## 5. Deciding (consensual vs. top-down)



### Deciding

We often assume that the most egalitarian cultures in the world are also the most consensual, and that the most hierarchical ones are those where the boss makes top-down decisions.

That's not always the case. The Japanese are strongly hierarchical but have one of the most consensual cultures in the world.

Germans are more hierarchical than Americans but also more likely to make decisions through group consensus.

This scale explores differences between building group agreement and relying on one person (usually the boss) to make decisions.

### Consensual

- Consensual decision-making involves seeking input from multiple stakeholders and reaching a group consensus.
- Decisions are made in groups through unanimous agreement.

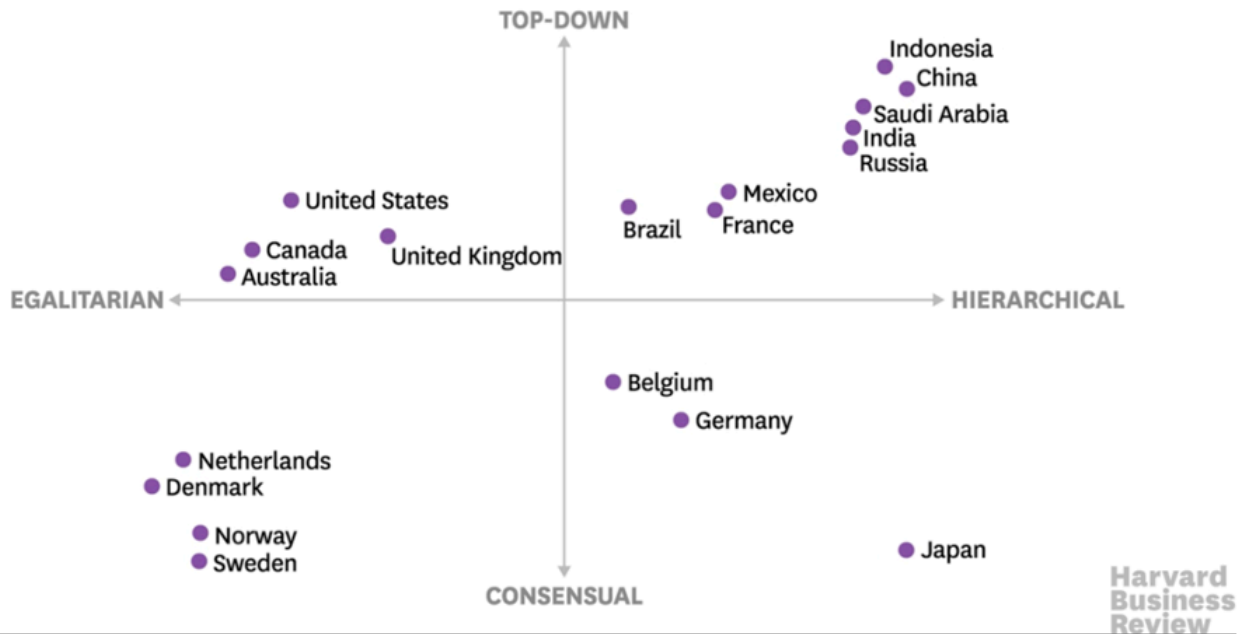
### Top-down

- Top-down decision-making involves decisions made by a few individuals at the top of the hierarchy.
- Decisions are made by individuals (usually the boss).

# Mapping Leadership Cultures

(Egalitarian v Hierarchical - Consensual v Top-down)

## MAPPING LEADERSHIP CULTURES



## 6. Trusting (task-based vs. relationship-based)



### Trusting

This scale balances task-based trust (from the head) with relationship-based trust (from the heart).

In a task-based culture, such as the United States, the UK, or Germany, trust is built through work: We collaborate well, we like each other's work, and we are fond of each other—so I trust you.

In a relationship-based society, such as Brazil, China, or India, trust is built by weaving personal, affective connections: We have laughed together, have shared time relaxing together, and have come to know each other at a deep, personal level—so I trust you.

Many scholars, such as Roy Chua and Michael Morris, have researched this topic.

### Task-based

- Task-based trust is built on the competence and reliability of individuals.
- Trust is built through business-related activities.
- Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable.
- I enjoy working with you. I trust you.

### Relationship-based

- Relationship-based trust relies on personal connections and relationships as the foundation for trust.
- Trust is built through sharing meals, evening drinks, and visits at the coffee machine.
- Work relationships build up slowly over the long term. I've seen who you are at a deep level.
- I've shared personal time with you. I know others well who trust you. I trust you.

## 7. Disagreeing (confrontational vs. avoids confrontation)

Israel	Germany	Denmark	Australia	USA	Sweden	India	China	Indonesia	
France	Russia	Spain	Italy	UK	Brazil	Mexico	Peru	Ghana	Japan
	Netherlands				Singapore		Saudi Arabia	Thailand	

**Confrontational**

**Avoids confrontation**

### Disagreeing

Everyone knows that a little confrontation is healthy, right?

The recent U.S. business literature certainly confirms that viewpoint, but different cultures have varying ideas about how productive it is.

People in Indonesia, Japan and Thailand view the public airing of disagreement very dimly, whereas those in Germany, France, and the Netherlands are quite comfortable with it.

This scale measures how you view confrontation—whether you feel it is likely to improve group dynamics or to harm relationships within a team or between individuals.

#### Confrontational

- Confrontational cultures view open disagreement as a positive way to resolve conflicts and improve decisions.
- Disagreement and debate are positive for the team or organization.
- Open confrontation is appropriate and will not negatively impact the relationship.

#### Avoids confrontation

- Avoids-confrontation cultures prefer to avoid direct confrontations and may use indirect means to express disagreement.
- Disagreement and debate are negative for the team or organization.
- Open confrontation is inappropriate and will break group harmony or negatively impact the relationship.

## 8. Scheduling (linear-time vs. flexible time)

Germany	Japan	Netherlands		Poland	Spain	Italy	Brazil	China	Saudi Arabia	
Switzerland	Sweden	USA	UK	Czech Republic	France		Russia	Mexico	India	Nigeria
			Denmark					Turkey		Kenya

**Linear-time**

**Flexible-time**

### Scheduling

All businesses follow timetables, but in India, Brazil, and Italy, people treat a schedule as a suggestion.

In Switzerland, Germany, and the U.S., people typically stick to the plan.

This scale measures whether you view time as linear or flexible, depending on how much value you place on structure or adaptability.

It is based on the monochronic/polychronic distinction formalized by Edward Hall.

#### Linear-time

- Linear-time cultures emphasize punctuality and adhering to schedules.
- Projects steps are approached in a sequential fashion, completing one task before beginning the next.
- One thing at a time. No interruptions.
- The focus is on the deadline and sticking to the schedule. Emphasis on the promptness and good organization over flexibility.

#### Flexible-time

- Flexible-time cultures are more relaxed about time and may prioritize relationships over strict adherence to schedules.
- Project steps are approached in a fluid manner, changing tasks as opportunities arise.
- Many things are dealt with at once and interruptions accepted.
- The focus is on adaptability, and flexibility is valued over organization.

### Hofstede's Cultural Dimensions Model

One of the cornerstone frameworks in the study of intercultural communication is Geert Hofstede's Cultural Dimensions model. This model identifies six key dimensions along which cultures vary:

- **Power distance (PDI):**  
This dimension refers to the extent to which people in a society accept that power is distributed unequally. In high PDI cultures, people expect and accept that power is concentrated in the hands of a few, while in low PDI cultures, people believe that power should be more evenly distributed.
- **Individualism vs. collectivism (IDV):**  
This dimension refers to the extent to which people in a society are independent and self-reliant (individualism) or interdependent and group-oriented (collectivism). In individualistic cultures, people value personal freedom and achievement, while in collectivist cultures, people value group harmony and loyalty.
- **Masculinity vs. femininity (MAS):**  
This dimension refers to the extent to which a society values traditional masculine (assertiveness, achievement) or feminine (caring, cooperation) values. In masculine cultures, people value assertiveness and success, while in feminine cultures, people value caring and equality.
- **Uncertainty avoidance (UAI):**  
This dimension refers to the extent to which people in a society feel threatened by uncertainty and ambiguity. In high UAI cultures, people prefer clear rules and procedures, while in low UAI cultures, people are more comfortable with ambiguity and change.
- **Long-term vs. short-term orientation (LTO):**  
This dimension refers to the extent to which a society values the future (long-term orientation) or the present (short-term orientation). In long-term oriented cultures, people value thrift, perseverance, and a sense of duty, while in short-term oriented cultures, people value immediate gratification and enjoyment.
- **Indulgence vs. restraint (IVR):**  
This dimension, added by Michael Minkov, refers to the extent to which people in a society allow for free gratification of basic and natural human desires. In indulgent cultures, people value pleasure and self-expression, while in restrained cultures, people value restraint and moderation.

#### In short:

1. **Power Distance:** The extent to which less powerful members of a society accept and expect unequal distribution of power.
2. **Individualism vs. Collectivism:** The preference for individual goals over group goals, or vice versa.
3. **Masculinity vs. Femininity:** The degree to which a culture values assertiveness and material success versus nurturing and quality of life.
4. **Uncertainty Avoidance:** The level of tolerance for ambiguity and the unknown.



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5. **Long-Term vs. Short-Term Orientation:** The focus on immediate gratification versus perseverance and thrift.
6. **Indulgence vs. Restraint:** The degree to which a culture indulges in gratification of desires.

### Hofstede's Cultural Dimensions Model in Action

Let's delve briefly into how this model can be practically applied in business, using buyers as an example:

By applying Hofstede's model, buyers can comprehend and adapt to cultural differences. For instance, a buyer from a high-individualism culture may prioritize personal achievements in negotiations, while a counterpart from a high-power-distance culture may require a more hierarchical approach.

If you are a buyer for a multinational corporation and you are working with a supplier from a high-power distance culture, you should be aware that the supplier's decision-makers will likely be more senior than you and that they will expect you to show respect for their authority.

You should also be aware that the supplier may be more likely to make decisions based on consensus rather than individual opinion.

On the other hand, if you are working with a supplier from a low-power distance culture, you should be aware that the supplier's decision-makers may be more junior than you and that they will expect you to be more collaborative in your decision-making process.

You should also be aware that the supplier may be more likely to make decisions based on logic and reasoning rather than tradition.

#### Other examples:

**Power Distance:** Imagine a buyer from a culture with low power distance, where hierarchy is minimized. They might encounter a supplier from a high-power-distance culture that values authority and respect. The buyer's approach should balance assertiveness with deference to maintain a harmonious negotiation.

**Individualism vs. Collectivism:** A buyer operating in an individualistic culture might prioritize personal achievements in a negotiation. If dealing with a supplier from a collectivist culture that values group cohesion, the buyer should emphasize the mutual benefits that will arise from the partnership.

**Masculinity vs. Femininity:** Consider a buyer from a highly masculine culture that values assertiveness and competition. If negotiating with a supplier from a feminine culture that prioritizes collaboration and quality of life, the buyer should find common ground by emphasizing both competitiveness and relationship-building.

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**Uncertainty Avoidance:** A buyer accustomed to a culture with low uncertainty avoidance might find it challenging to negotiate with a supplier from a high uncertainty avoidance culture. To ease tensions, the buyer should provide clear details and guarantees in the negotiation process.

**Long-Term vs. Short-Term Orientation:** In negotiations, a buyer from a short-term-oriented culture might focus on immediate gains. When dealing with a supplier from a long-term-oriented culture that prioritizes enduring relationships, the buyer should highlight the potential for sustained collaboration.

**Indulgence vs. Restraint:** A buyer from an indulgent culture might emphasize luxury and gratification in negotiations. When working with a supplier from a restrained culture that values modesty and frugality, the buyer should adopt a more understated approach.

### Hofstede Insights – Online Country Comparison Tool

The Hofstede Insights webpage provides a useful (and free) online Country Comparison tool.

<https://www.hofstede-insights.com/country-comparison-tool>

The tool allows you to compare up to 4 countries at once for the 6 dimensions. You might find it useful to compare your own culture with those which are most applicable to your job and context, or as preparation before an important meeting, conversation, presentation, etc.

### COUNTRY COMPARISON TOOL

Select one or several countries/regions in the menu below to see the values for the 6 dimensions.

Please select a country in the dropdown menu below to see the values for the 6 dimensions. After a first country has been selected, a second and even a third country can be chosen to be able to see a comparison of their scores.

The data in the graph below may be used for non-commercial or non-profit purposes only. For commercial use please contact us.

Go further, discover the [Culture Compass™](#) or see our [Intercultural Competence Programme](#).





## Culture & Conflict

### CHINA 80

At 80 China sits in the higher rankings of PDI – i.e. a society that believes that inequalities amongst people are acceptable. The subordinate-superior relationship tends to be polarized and there is no defense against power abuse by superiors. Individuals are influenced by formal authority and sanctions and are in general optimistic about people's capacity for leadership and initiative. People should not have aspirations beyond their rank.

[Overview >](#)

### FRANCE 68

With a score of 68, France scores fairly high on Power Distance. Children are raised to be emotionally dependent, to a degree, on their parents. This dependency will be transferred to teachers and later on to superiors. It is, therefore, a society in which a fair degree of inequality is accepted. Power is not only centralised in companies and government, but also geographically. Just look at the road grid in France; most highways lead to Paris. Many comparative studies have shown that French companies have normally one or two hierarchical levels more than comparable companies in Germany and the UK. Superiors have privileges and are often inaccessible. CEOs of big companies are called Mr. PDG, which is a more prestigious abbreviation than CEO, meaning President Director General. These PDGs have frequently attended the most prestigious universities called "grandes écoles", big schools.

[Overview >](#)

### SPAIN 57

Spain's score on this dimension (57) is a high score, which means that Spain has a hierarchical society. This means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organisation is seen as reflecting inherent inequalities, centralisation is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat.

[Overview >](#)

### UNITED STATES 40

The fact that everybody is unique implies that we are all unequal. One of the most salient aspects of inequality is the degree of power each person exerts or can exert over other persons; power being defined as the degree to which a person is able to influence other people's ideas and behavior. This dimension deals with the fact that all individuals in societies are not equal, and it expresses ***the attitude of the culture toward these power inequalities amongst us.*** Power distance is defined as the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally. It has to do with the fact that a society's inequality is endorsed by the followers as much as by the leaders.

[Overview >](#)

### Edward T. Hall's Context, Space, and Time Model

Edward T. Hall was a respected anthropologist who applied his field to the understanding of cultures and intercultural communications. Hall is best noted for three principal categories that analyse and interpret how communications and interactions between cultures differ: **context, space, and time.**

Hall identified three different types of cultures:

1. **Low-context cultures:** These cultures rely on explicit communication. Messages are clear and direct.
2. **High-context cultures:** These cultures rely on implicit communication. Messages are often indirect and rely on shared understanding.
3. **Mixed-context cultures:** These cultures fall somewhere in between low- and high-context cultures.

**High and low context** refers to how a message is communicated.

In high-context cultures, such as those found in Latin America, Asia, and Africa, the physical context of the message carries a great deal of importance. People tend to be more indirect and to expect the person they are communicating with to decode the implicit part of their message. While the person sending the message takes painstaking care in crafting the message, the person receiving the message is expected to read it within context. The message may lack the verbal directness you would expect in a low-context culture. In high-context cultures, body language is as important and sometimes more important than the actual words spoken.

In contrast, in low-context cultures such as the United States and most Northern European countries, people tend to be explicit and direct in their communications. Satisfying individual needs is important. You're probably familiar with some well-known low-context mottos: "Say what you mean" and "Don't beat around the bush." The guiding principle is to minimize the margins of misunderstanding or doubt. Low-context communication aspires to get straight to the point.

Communication between people from high-context and low-context cultures can be confusing. In business interactions, people from low-context cultures tend to listen only to the words spoken; they tend not to be cognizant of body language. As a result, people often miss important clues that could tell them more about the specific issue.

On the following page you will find a table which summarises the Low v High Context dimensions in terms of Communication, Cultural Orientation and Business styles and approaches.

Below that is a graphic that shows a selection of 10 different countries along the scale of Low-High Context.

## Culture & Conflict

	Low-Context	High-Context
<b>Communication</b>		
Type of Communication	Explicit Communication	Implicit Communication
Communication Focus	Focus on Verbal Communication	Focus on Nonverbal Communication
Context of Message	Less Meaningful	Very Meaningful
Politeness	Not Important	Very Important
Approach to People	Direct and Confrontational	Indirect and Polite
<b>Cultural Orientation</b>		
Emotions	No Room for Emotions	Emotions Have Importance
Approach to Time	Monochromatic	Polychromatic
Time Orientation	Present-Future	Past
In/Out-Groups	Flexible and Transient Grouping patterns	Strong Distinctions Between In and Out-Groups
Identity	Based on Individual	Based on Social System
Values	Independence and Freedom	Tradition and Social Rules/Norms
<b>Business</b>		
Work Style	Individualistic	Team-Oriented
Work Approach	Task-Oriented	Relationship-Oriented
Business Approach	Competitive	Cooperative
Learning	Knowledge is Transferable	Knowledge is Situational
Sales Orientation	Hard Sell	Soft Sell
View of Change	Change over Tradition	Tradition over Change

Low  
Context



SWITZERLAND



GERMANY



SWEDEN



UNITED STATES  
OF AMERICA



FRANCE



UNITED KINGDOM



ITALY



BRAZIL



UNITED ARAB  
EMIRATES



JAPAN

High  
Context

## Culture & Conflict

Hall also identified different ways of perceiving space and time:

- **Proxemics:** This refers to the way people in a culture use space. For example, some cultures have a larger personal space bubble than others.
- **Territoriality:** This refers to the way people in a culture claim and defend space. For example, some cultures are more likely to mark their territory than others.
- **Chronemics:** This refers to the way people in a culture perceive and use time. For example, some cultures are more punctual than others.

**Space** refers to everything from how close people stand to one another to how people might mark their territory or boundaries in the workplace and in other settings.

Stand too close to someone from the United States, which prefers a “safe” physical distance, and you are apt to make them uncomfortable.

How close is too close depends on where you are from. Whether consciously or unconsciously, we all establish a comfort zone when interacting with others.

Standing distances shrink and expand across cultures. Latins, Spaniards, and Filipinos (whose culture has been influenced by three centuries of Spanish colonization) stand rather close even in business encounters. In cultures that have a low need for territory, people not only tend to stand closer together but also are more willing to share their space—whether it be a workplace, an office, a seat on a train, or even ownership of a business project.

### Time: Polychronic versus Monochronic Cultures

Hall identified that time is another important concept greatly influenced by culture.

In polychronic cultures—*polychronic* literally means “many times”—people can do several things at the same time. In monochronic cultures or “one-time” cultures, people tend to do one task at a time.

This isn’t to suggest that people in polychronic cultures are better at multitasking.

Rather, people in **monochronic cultures**, such as Northern Europe and North America, tend to schedule one event at a time. For them, an appointment that starts at 8 a.m. is an appointment that starts at 8 a.m.—or 8:05 at the latest. People are expected to arrive on time, whether for a board meeting or a family picnic.

Time is a means of imposing order. Often the meeting has a firm end time as well, and even if the agenda is not finished, it’s not unusual to end the meeting and finish the agenda at another scheduled meeting.

**In polychronic cultures**, by contrast, time is nice, but people and relationships matter more. Finishing a task may also matter more.

If you’ve ever been to Latin America, the Mediterranean, or the Middle East, you know all about living with relaxed timetables. People might attend to three things at once and think nothing of it. Or they may cluster informally, rather than arrange themselves in a queue. In polychronic cultures, it’s not considered an insult to walk into a meeting or a party well past the appointed hour.

In polychronic cultures, people regard work as part of a larger interaction with a community. If an agenda is not complete, people in polychronic cultures are less likely to simply end the meeting and are more likely to continue to finish the business at hand.

## Culture & Conflict

Those who prefer monochronic order may find polychronic order frustrating and hard to manage effectively. Those raised with a polychronic sensibility, on the other hand, might resent the “tyranny of the clock” and prefer to be focused on completing the tasks at hand.

### In summary:

1. **Context:** Hall categorizes cultures as high-context or low-context. In high-context cultures, information is embedded in the context and nonverbal cues, requiring astute observation. Low-context cultures, on the other hand, rely more on explicit verbal communication.
2. **Space:** Some cultures maintain greater physical proximity during conversations, while others value more personal space.
3. **Time:** Monochronic cultures adhere to strict schedules and value punctuality, whereas polychronic cultures view time as fluid and prioritize relationships over schedules.

### Edward T. Hall's Model in Practical Scenarios

**Context:** Consider a situation where you need to communicate effectively with a someone from a high-context culture. You should pay close attention to nonverbal cues, such as body language and tone, which often convey more meaning than the words themselves.

**Space:** Imagine you are from a culture with a preference for larger personal space. When interacting with people from a culture with smaller personal space boundaries, you should be mindful of maintaining a comfortable distance while respecting the other person's comfort zone.

**Time:** If you are from a monochronic culture and you are negotiating with a someone from a polychronic culture, you should aim to be patient and open to flexible scheduling. Acknowledging the other person's more relaxed attitude toward time can foster rapport and cooperation.

## Conclusions

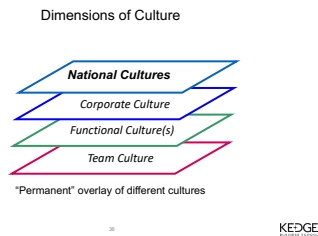
Erin Myer's Culture Map, Hofstede's dimensions of culture and Hall's Context, Space and Time model are three of the most useful frameworks for understanding cultural differences. By understanding these frameworks, you can be more aware of the cultural values and communication styles of your customers, suppliers, and employees.

This awareness can help you avoid misunderstandings and conflict and build more effective business relationships.

In an increasingly interconnected world, embracing intercultural competence is not only a necessity but a competitive advantage.

### Corporate and Organizational Cultural Models

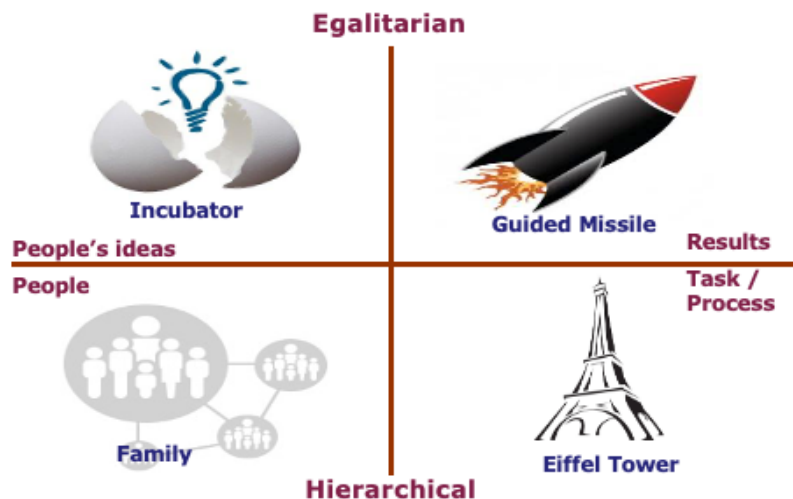
The relevance of intercultural awareness extends beyond national cultures to Corporate, Functional and Team Cultures.



Organizations possess distinct cultural characteristics that influence interactions. One organisational cultural metaphor - Guided Missile, Incubator, Eiffel Tower, and Family - elucidates the varying corporate cultures.

1. **Guided Missile:** Characterized by agility and adaptability, suitable for fast-paced industries.
2. **Incubator:** Embraces innovation and experimentation, common in tech and creative sectors.
3. **Eiffel Tower:** Hierarchical and structured, prevalent in traditional industries.
4. **Family:** Fosters collaboration and mutual support, suitable for small businesses.

### Culture and organizations - Corporate models



Understanding the prevalent organizational culture of the person you are dealing will help you navigate the internal dynamics and align your respective approaches accordingly.

# CONFLICT

## CONCEPTS

### Etymology

From Latin *conflictus*, past participle of *confligere* ("to strike together"), from *com-* ("together") (a form of *con-*) + *fligere* ("to strike").

### Definitions & Meanings

- Conflict is a disagreement or clash between two or more people or groups.
- It can be caused by a variety of factors, such as different goals, values, or beliefs. See sources below.
- Conflict can be constructive, leading to positive change, new ideas and innovation, or destructive, leading to negative outcomes such as decreased productivity, increased stress, and even violence.

**For the purposes of this document and any related training or workshops, when we say CONFLICT, we mean:**

***"Any situation in which one's concerns or desires differ from those of another person."***

### Sources of conflict in the workplace

There are many sources of conflict in the workplace, including:

- **Communication problems:** When people do not communicate effectively, it can lead to misunderstandings and conflict.
- **Different goals:** When people have different goals, it can lead to conflict over how to achieve those goals.
- **Different values:** When people have different values, it can lead to conflict over what is right and wrong.
- **Different work styles:** When people have different work styles, it can lead to conflict over how to get things done.
- **Cultural differences:** When people from different cultures work together, it can lead to conflict due to different expectations, norms, and values.

According to psychologists Art Bell and Brett Hart, there are eight common causes of conflict in the workplace:

1. Conflicting resources.
2. Conflicting styles.
3. Conflicting perceptions.
4. Conflicting goals.
5. Conflicting pressures.
6. Conflicting roles.
7. Different personal values.
8. Unpredictable policies.

### CONFLICT MANAGEMENT MODELS

#### Navigating Conflict Across Cultures: A summary comparison of the Thomas-Kilmann Conflict Model and the Intercultural Conflict Style Inventory (ICS) Model.

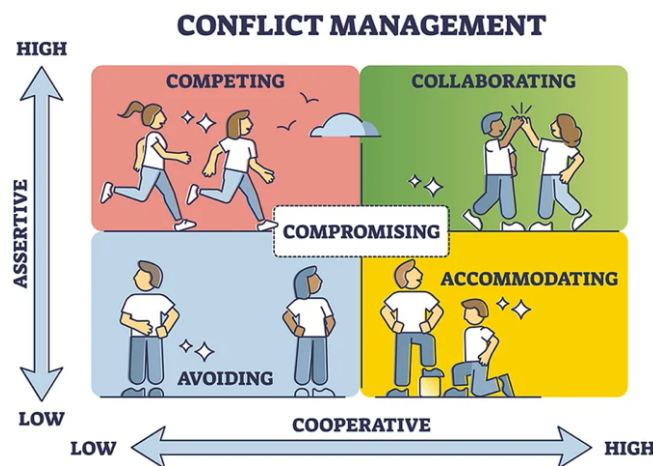
In most organisations, and in particular large, geographically and culturally diverse corporations, people are tasked with understanding and managing conflicts that arise within their organizational context.

#### The Thomas-Kilmann Conflict Styles Model

The Thomas-Kilmann Conflict Styles Model (TKI) is a framework for understanding how people approach conflict. It is based on two dimensions:

1. **Assertiveness:** This refers to how willing someone is to stand up for their own needs and wants.
2. **Cooperativeness:** This refers to how willing someone is to consider the needs and wants of others.

The TKI Model combines these two dimensions to create **five conflict styles**:



#### 1. **Competing:**

This style is characterized by high assertiveness and low cooperativeness. People who use this style are more likely to focus on getting their own way, even if it means disregarding the needs of others.

This style is often associated with cultures that are individualistic and have a strong emphasis on winning. Examples of these cultures include the United States, Canada, and Australia. It can be effective in situations where quick decisions are essential or when a leader needs to take charge.



## Culture & Conflict

### **2. Accommodating:**

This style is characterized by low assertiveness and high cooperativeness. People who use this style are more likely to put the needs of others ahead of their own, even if it means sacrificing their own interests.

This style is often associated with cultures that are collectivistic and have a strong emphasis on harmony. Examples of these cultures include Japan, China, and Korea.

Accommodating individuals prioritize cooperation over assertiveness, allowing the other party's needs to take precedence. This style can be useful for preserving relationships or when one party is more invested in the outcome.

### **3. Avoiding:**

This style is characterized by low assertiveness and low cooperativeness. People who use this style are more likely to try to avoid conflict altogether, even if it means not getting their needs met.

This style is often associated with cultures that have a high-context communication style and value saving face. Examples of these cultures include Indonesia, Thailand, and the Philippines.

Avoidance entails sidestepping the conflict altogether. It can be a temporary solution for minor conflicts or when emotions are running high. However, excessive avoidance can lead to unresolved issues and resentment.

### **4. Compromising:**

This style is characterized by moderate levels of assertiveness and cooperativeness. People who use this style are more likely to be willing to give a little in order to reach a mutually agreeable solution.

This style is often associated with cultures that are moderately individualistic and collectivistic. Examples of these cultures include Mexico, Brazil, and Italy.

The compromising style involves finding middle-ground solutions where both parties make concessions. It's suitable when maintaining relationships is important, but time constraints or differing viewpoints prevent more extensive collaboration.

### **5. Collaborating:**

This style is characterized by high levels of assertiveness and cooperativeness. People who use this style are more likely to work together with others to find a solution that meets everyone's needs.

This style is often associated with cultures that have a low-context communication style and value consensus. Examples of these cultures include The Netherlands, Switzerland, Sweden, and Denmark.

Collaborative individuals seek solutions that satisfy the concerns of all parties. This style encourages open communication, active listening, and creative problem-solving. It's particularly useful when a high-quality solution is crucial, and relationships need to be maintained.

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The TKI Model is a useful tool for understanding how people from different cultures approach conflict. It can also help people to develop more effective conflict resolution skills.

## Culture & Conflict

For example, someone who is naturally competitive may learn to be more accommodating in order to build better relationships with others.

Or someone who is naturally avoiding may learn to be more assertive in order to stand up for their own needs.



## The Intercultural Conflict Style Inventory (ICS) Model

The Intercultural Conflict Style (ICS) Model is a framework that helps people understand their own and others' approaches to conflict. It is based on two dimensions:

- **Directness:** This refers to how openly and directly someone addresses conflict. People who are direct are more likely to state their opinions and needs clearly, while people who are indirect may be more likely to hint at their concerns or avoid talking about them altogether.
- **Emotional expressiveness:** This refers to how openly and expressively someone expresses their emotions during conflict. People who are emotionally expressive may be more likely to show their anger, sadness, or frustration, while people who are emotionally restrained may try to keep their emotions in check.

The ICS Model combines these two dimensions to create **four conflict styles**:

### 1. Discussion:

This style is characterized by directness and emotional restraint. People who use this style are more likely to calmly and rationally discuss the conflict, focusing on finding a solution that works for everyone involved.

This style is often associated with cultures that are individualistic and low-context, such as the United States, Canada, and Australia. People from these cultures tend to be more direct

## Culture & Conflict

and open about their opinions, and they may be more comfortable discussing conflict in a rational and objective way.

### 2. Engagement:

This style is characterized by directness and emotional expressiveness. People who use this style are more likely to openly express their opinions and feelings about the conflict, and they may be willing to argue or debate in order to get their point across.

This style is often associated with cultures that are collectivistic and high context, such as China, Japan, and Korea. People from these cultures tend to be more indirect and expressive about their emotions, and they may be more comfortable debating or arguing in order to get their point across.

### 3. Accommodation:

This style is characterized by indirectness and emotional restraint. People who use this style are more likely to avoid conflict or give in to the other person's wishes in order to keep the peace.

This style is often associated with cultures that are high-context and have a strong emphasis on harmony, such as Indonesia, Thailand, and the Philippines. People from these cultures tend to be more indirect and avoidant of conflict, and they may be more willing to give in to the other person's wishes in order to keep the peace.

### 4. Dynamic:

This style is characterized by indirectness and emotional expressiveness. People who use this style may be more likely to use indirect or passive-aggressive strategies to deal with conflict, such as gossiping or sulking.

This style is often associated with cultures that are low-context and have a strong emphasis on saving face, such as Russia, Brazil, and Mexico.

## Intercultural Conflict Style Inventory

<b>ICS Model</b>	<b>Direct</b>	<p style="text-align: center;"><b><u>Discussion Style</u></b></p> <p><i>Self Perception:</i></p> <ul style="list-style-type: none"> <li>• Confronts problems</li> <li>• Elaborate arguments</li> <li>• Maintains calm atmosphere</li> </ul> <p><i>Others' Perception:</i></p> <ul style="list-style-type: none"> <li>• Difficulty in reading between the lines</li> <li>• Logical but unfeeling</li> <li>• Uncomfortable with emotional arguments</li> </ul>	<p style="text-align: center;"><b><u>Engagement Style</u></b></p> <p><i>Self Perception:</i></p> <ul style="list-style-type: none"> <li>• Provide detailed explanations, instructions, info</li> <li>• Expresses opinions</li> <li>• Shows feelings</li> </ul> <p><i>Others' Perception:</i></p> <ul style="list-style-type: none"> <li>• Unconcerned with feelings / views of others</li> <li>• Dominating &amp; rude</li> <li>• Uncomfortable with views cut from emotions</li> </ul>
	<b>Indirect</b>	<p style="text-align: center;"><b><u>Accommodate Style</u></b></p> <p><i>Self Perception:</i></p> <ul style="list-style-type: none"> <li>• Consider alternative message to ambiguity</li> <li>• Able to control emotional outbursts</li> <li>• Sensitive to feelings of the other party</li> </ul> <p><i>Others' Perception:</i></p> <ul style="list-style-type: none"> <li>• Difficulty in voicing opinions</li> <li>• Uncommitting &amp; dishonest</li> <li>• Difficulty in providing elaborate explanations</li> </ul>	<p style="text-align: center;"><b><u>Dynamic Style</u></b></p> <p><i>Self Perception:</i></p> <ul style="list-style-type: none"> <li>• Uses 3rd party to gather info &amp; solve conflict</li> <li>• Skilled at observing changes in non-verbal com.</li> <li>• Comfortable with strong emotional displays</li> </ul> <p><i>Others' Perception:</i></p> <ul style="list-style-type: none"> <li>• Rarely « gets to the point »</li> <li>• Unreasonable &amp; devious</li> <li>• Too emotional</li> </ul>
			<b>Emotional Restraint</b>
			<b>Emotional Expressiveness</b>

## Culture & Conflict

Intercultural Conflict Style Inventory			
Direct	Emotional Restraint	<b><u>Discussion Style</u></b>  <i>Typically:</i> Australian, USA, UK German, Canadian  <b>Problem Solve</b>	<b><u>Engagement Style</u></b>  <i>Typically:</i> French, Russian, Italian Spanish, Greek  <b>Contend with</b>
		<b><u>Accommodate Style</u></b>  <i>Typically:</i> Chinese, Japanese,, Indonesian, Thai  <b>Yield</b>	<b><u>Dynamic Style</u></b>  <i>Typically:</i> Middle East, South Asia, India, Egypt, Lebanon  <b>Avoid</b>
Indirect	Emotional Expressiveness		

## Conclusions

It is important to note that with all these models, these are just generalizations, and there will always be exceptions.

There are also many other factors that can influence how someone approaches conflict, such as their personality, their age, and their gender.

It is also important to remember that the Thomas-Kilmann and the ICS Model are not predictors of how someone will behave in a conflict.

They are simply ways of understanding their general approach to conflict.

For example, someone who is naturally indirect may learn to be more direct in order to better assert their needs. Or someone who is naturally emotionally expressive may learn to be more restrained in order to avoid escalating conflict.

Neither model is a perfect tool, and it is important to remember that there is no one "right" way to deal with conflict.

However, it can be a helpful starting point for understanding different conflict styles and developing more effective ways to resolve conflict.

Here are some additional things to keep in mind about the ICS Model:

- The ICS Model is a continuum, so people may fall somewhere in between the four styles.
- People's conflict styles may change depending on the situation.

Conflict is a natural part of human interaction.

However, it is important to be able to manage conflict effectively.

The two conflict management models we have discussed can be useful for anyone, especially for those who work in geographically and/or culturally diverse organisations.

## **Culture & Conflict**

The best model to use will depend on the specific situation, the cultural context and personal preferences.

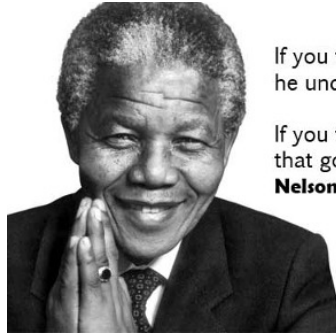
Irrespective of which model you use, here are some additional tips for managing conflict in an intercultural environment:

- Be aware of your own cultural biases and how they may affect your conflict style.
- When working with people from different cultures, it is important to be flexible and adaptable, and to be willing to adjust your own style to meet the needs of the situation.
- Be patient and understanding. It is important to remember that people from different cultures may have different ways of resolving conflict.

## RECOMMENDED READING & VIEWING

All Books, Articles or Videos in “**bold lettering**” are strongly recommended.

### INTERCULTURAL ASPECTS



If you talk to a man in a language  
he understands, that goes to his head.

If you talk to him in his language,  
that goes to his heart.

**Nelson Mandela**

#### Books

##### **The Culture Map**

(Decoding How People Think, Lead, and Get Things Done Across Cultures)

**Erin Meyer**

##### **Riding the Waves of Culture**

Build Your Cultural Agility

##### **Beyond Culture**

Cultures and Organizations

Managing Intercultural Conflict Effectively

Mind Your Manners

##### **The Speed of Trust**

##### **Fons Trompenaars & Charles Hampden-Turner**

Paula Caligiuri

##### **Edward T. Hall**

Geert Hofstede, G Jan Hofstede, Michael Minkov

Stella Ting-Toomey, John Oetzel

John Mole

##### **Stephen MR Covey**

#### Articles:

- Managing Multicultural Teams – Exploring the opportunities and challenges – CIPD  
<https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/managing-multicultural-teams#gref>
- Change Agility across Different Cultures – Project Management Institute  
<https://www.pmi.org/learning/library/change-agility-different-cultures-10188>
- Cross culture project management  
<https://www.pmi.org/learning/library/cross-culture-project-management-teams-8008>
- Five Ways To Boost Your Cross-Cultural Agility – Forbes 2010  
<https://www.forbes.com/2010/09/29/cross-cultural-agility-globalization-leadership-managing-ccl.html>
- Developmental Model of Intercultural Sensitivity  
<https://organizingengagement.org/models/developmental-model-of-intercultural-sensitivity/>
- Managing cross cultural differences in projects  
<https://www.pmi.org/learning/library/managing-cross-cultural-differences-projects-6736>

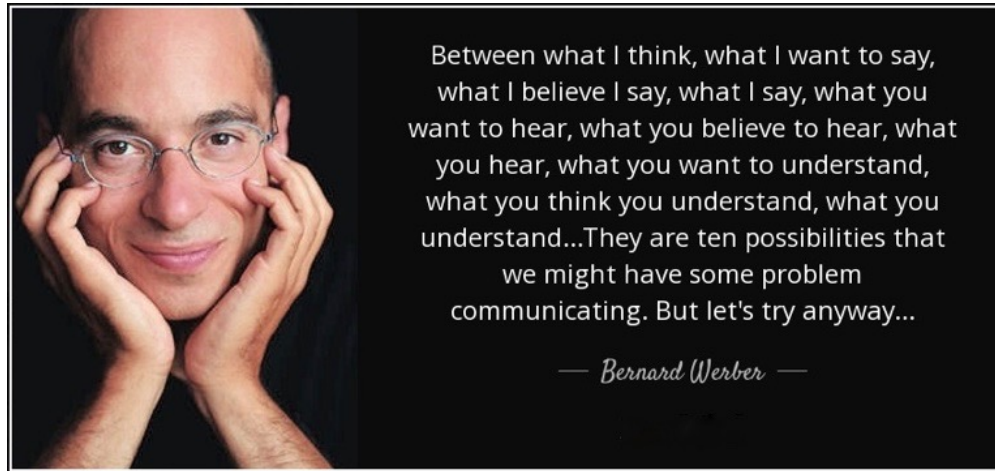
## Culture & Conflict

### Videos

- **Erin Meyer – the Culture Map**  
Erin Meyer explains culture gaps and how to overcome them at work  
<https://www.youtube.com/watch?v=qJZ0BUvOmaA>
- **The Culture Map – Erin Meyer**  
[https://www.youtube.com/watch?v=FRBpwjkd7dw&ab\\_channel=Chantyba](https://www.youtube.com/watch?v=FRBpwjkd7dw&ab_channel=Chantyba)
- **Business Speaker Erin Meyer: The Language of Negative Feedback**  
[https://www.youtube.com/watch?v=lwBPfbEeynw&ab\\_channel=TheLavinAgencySpeakersBureau](https://www.youtube.com/watch?v=lwBPfbEeynw&ab_channel=TheLavinAgencySpeakersBureau)
- **Cross cultural communication | Pellegrino Riccardi | TEDxBergen**  
[https://www.youtube.com/watch?v=YMyofREc5Jk&ab\\_channel=TEDxTalks](https://www.youtube.com/watch?v=YMyofREc5Jk&ab_channel=TEDxTalks)
- **Riding the waves of culture: Fons Trompenaars at TEDxAmsterdam**  
[https://www.youtube.com/watch?v=hmyfjKjcbm0&ab\\_channel=TEDxTalks](https://www.youtube.com/watch?v=hmyfjKjcbm0&ab_channel=TEDxTalks)
- Cultural difference in business | Valerie Hoeks | TEDxHaarlem  
[https://www.youtube.com/watch?v=VMwjscSCcf0&ab\\_channel=TEDxTalks](https://www.youtube.com/watch?v=VMwjscSCcf0&ab_channel=TEDxTalks)
- Learn a new culture | Julien S. Bourrelle | TEDxArendal  
[https://www.youtube.com/watch?v=GhA9eypocE0&ab\\_channel=TEDxTalks](https://www.youtube.com/watch?v=GhA9eypocE0&ab_channel=TEDxTalks)

**Note:** most videos have an option for subtitles in various languages via their respective “settings”.

## CONFLICT MANAGEMENT



### Books

**Difficult Conversations**

**Emotional Intelligence**

**Thanks for the Feedback:**

Empathy: Why It Matters, and How to Get It  
Conversational Intelligence

**Sheila Heen, B. Patton, D. Stone**

**Daniel Goleman**

**Sheila Heen, Douglas Stone**

Roman Krznaric  
Judith Glaser

HBR Guide to Delivering Effective Feedback  
(The Science and Art of Receiving Feedback Well)

Lisa Ivary

Managing Intercultural Conflict Effectively

HBR Guide to Dealing with Conflict

Getting Past No: Negotiating in Difficult Situations

Getting to Yes: Negotiating Agreement Without Giving In

Stella Ting-Toomey, John Oetzel

Amy Gallo - HBR Guide Series

William Ury

William Ury, Roger Fisher

### Articles

- **Finding the Coaching in Criticism – Sheila Henn, Douglas Stone – Harvard Business Review**

<https://hbr.org/2014/01/find-the-coaching-in-criticism>

- Good Feedback Is a Two-Way Conversation (Joe Hirsch)

<https://hbr.org/2020/06/good-feedback-is-a-two-way-conversation>

- A Better Way to Deliver Bad News (HBR - Jean-François Manzoni)

<https://hbr.org/2002/09/a-better-way-to-deliver-bad-news>

- How to get better at receiving feedback - 2021 - David Burkus PhD – Ideas.TED.com

<https://ideas.ted.com/how-to-get-better-at-receiving-feedback/>



## Culture & Conflict

### Videos

#### **Sam Canfield – The beauty of conflict**

[https://www.youtube.com/watch?v=55n9pH\\_A0O8&t=1s&index=3&list=PL1MRVcS6AmHXqqklgRNxu61zY1UvqaFMi](https://www.youtube.com/watch?v=55n9pH_A0O8&t=1s&index=3&list=PL1MRVcS6AmHXqqklgRNxu61zY1UvqaFMi)

#### **Simon Sinek - How do you create a culture of feedback for your team?**

[https://www.youtube.com/watch?v=C0fRaM7M\\_WU&t=13s&ab\\_channel=SimonSinek](https://www.youtube.com/watch?v=C0fRaM7M_WU&t=13s&ab_channel=SimonSinek)

#### **The Psychology of Happiness and Feedback | Sheila Heen | Big Think**

[https://www.youtube.com/watch?v=BoLVO-OdfC8&ab\\_channel=BigThink](https://www.youtube.com/watch?v=BoLVO-OdfC8&ab_channel=BigThink)

#### **The Science of Receiving Feedback: Sheila Heen| Big Think**

[https://www.youtube.com/watch?v=wnojHbEBGqU&ab\\_channel=BigThink](https://www.youtube.com/watch?v=wnojHbEBGqU&ab_channel=BigThink)

#### **Business Speaker Erin Meyer: The Language of Negative Feedback**

[https://www.youtube.com/watch?v=lwBPfbEeynw&ab\\_channel=TheLavinAgencySpeakersBureau](https://www.youtube.com/watch?v=lwBPfbEeynw&ab_channel=TheLavinAgencySpeakersBureau)

The Joy of Getting Feedback

[https://www.ted.com/talks/joe\\_hirsch\\_the\\_joy\\_of\\_getting\\_feedback](https://www.ted.com/talks/joe_hirsch_the_joy_of_getting_feedback)

#### **David Steindl-Rast: Want to be happy? Be grateful.**

[https://www.ted.com/talks/david\\_steindl\\_rast\\_want\\_to\\_be\\_happy\\_be\\_grateful](https://www.ted.com/talks/david_steindl_rast_want_to_be_happy_be_grateful)

INBOUND Bold Talks: Kim Scott "Radical Candor"

<https://www.youtube.com/watch?v=yj9GLeNCgm4&list=PL1MRVcS6AmHXqqklgRNxu61zY1UvqaFMi&index=8&t=22s>

#### **Matthieu Ricard – On the habits of happiness**

[https://www.ted.com/talks/matthieu\\_ricard\\_the\\_habits\\_of\\_happiness](https://www.ted.com/talks/matthieu_ricard_the_habits_of_happiness)

Brené Brown: The Power of Vulnerability – TEDxHouston - (20 mins - sub-titles in French)

[https://www.ted.com/talks/brene\\_brown\\_the\\_power\\_of\\_vulnerability](https://www.ted.com/talks/brene_brown_the_power_of_vulnerability)

Sam Richards – A radical experiment in empathy

[https://www.ted.com/talks/sam\\_richards\\_a\\_radical\\_experiment\\_in\\_empathy](https://www.ted.com/talks/sam_richards_a_radical_experiment_in_empathy)

The Guardian's 1986 'Points of view' advert (30 seconds)

[https://www.youtube.com/watch?v=\\_SccRkLLzU&list=PL1MRVcS6AmHXqqklgRNxu61zY1UvqaFMi&index=5](https://www.youtube.com/watch?v=_SccRkLLzU&list=PL1MRVcS6AmHXqqklgRNxu61zY1UvqaFMi&index=5)

The Walk from No to Yes – William Ury (TED)

[https://www.ted.com/talks/william\\_ury\\_the\\_walk\\_from\\_no\\_to\\_yes](https://www.ted.com/talks/william_ury_the_walk_from_no_to_yes)

**Note:** most videos have an option for subtitles in various languages via their respective "settings"