

Worksheet for working groups of 2-3 persons (mixed origins!)

Some graphs from the Book “The Culture Map”

Choose two or three of the graphs and discuss in your group:

- Where does each of you stand on the different scales?
- If your country is missing (e.g. Hungary) where do you THINK you stand?
- Which potential conflict could come up between them on the different scales? Can you think of an example from the 1st round or from their experience that fits that scale?

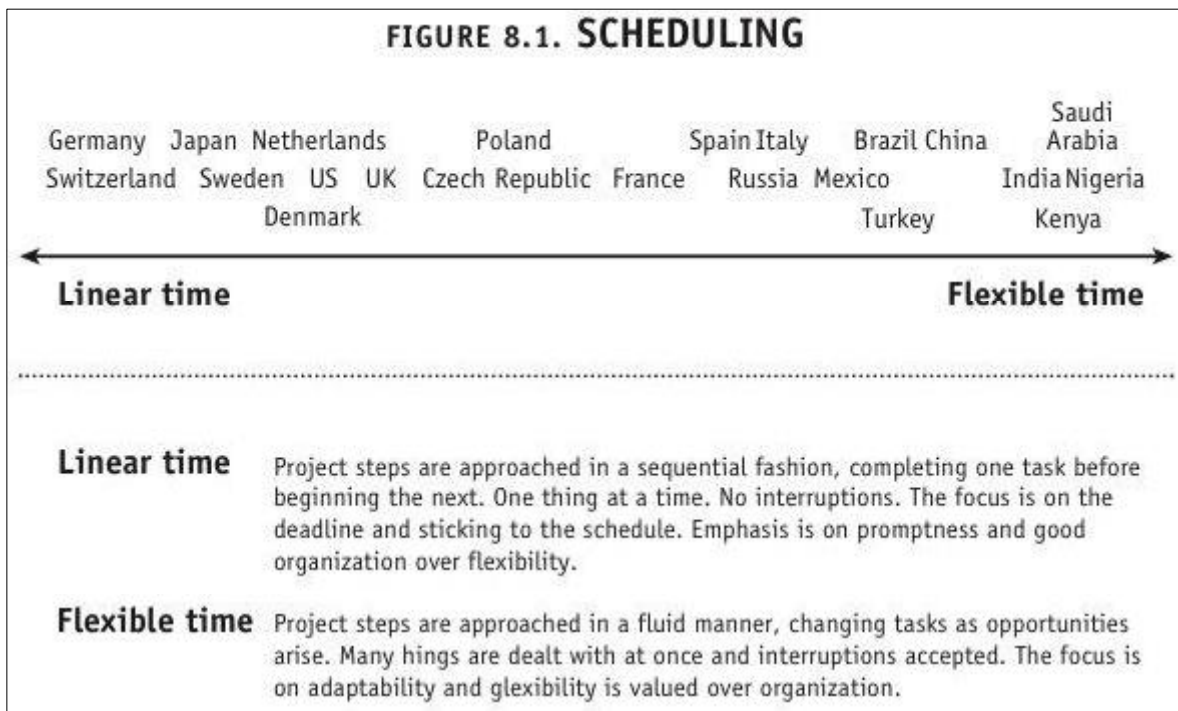


FIGURE 7.1. DISAGREEING



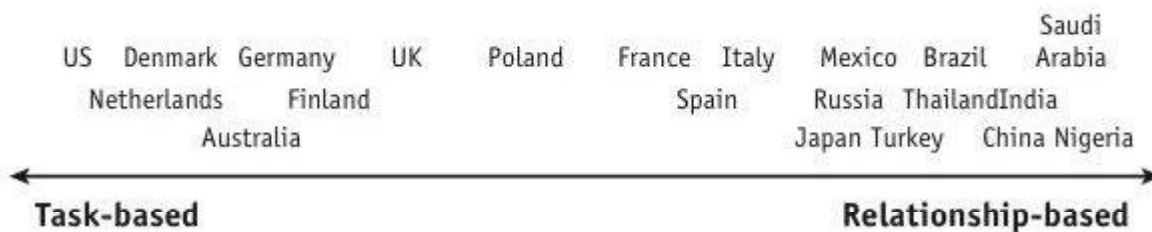
Confrontational

Disagreement and debate is positive for the team or organization. Open confrontation is appropriate and will not negatively impact the relationship.

Avoids confrontation

Disagreement and debate is negative for the team or organization. Open confrontation is inappropriate and will break group harmony or negatively impact the relationship.

FIGURE 6.1. TRUSTING



Task-based

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

Trust is built through sharing meals, evening drinks, and visits at 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.

FIGURE 5.3. DECIDING

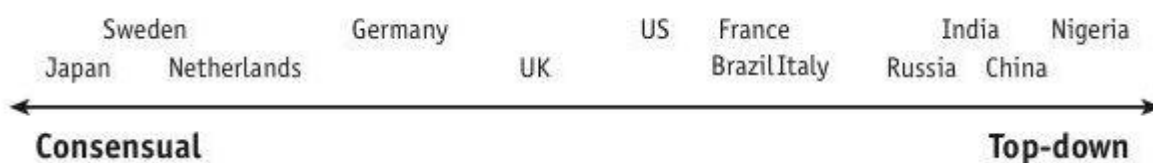


FIGURE 4.1. LEADING



Egalitarian

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

The ideal distance between a boss and a 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.

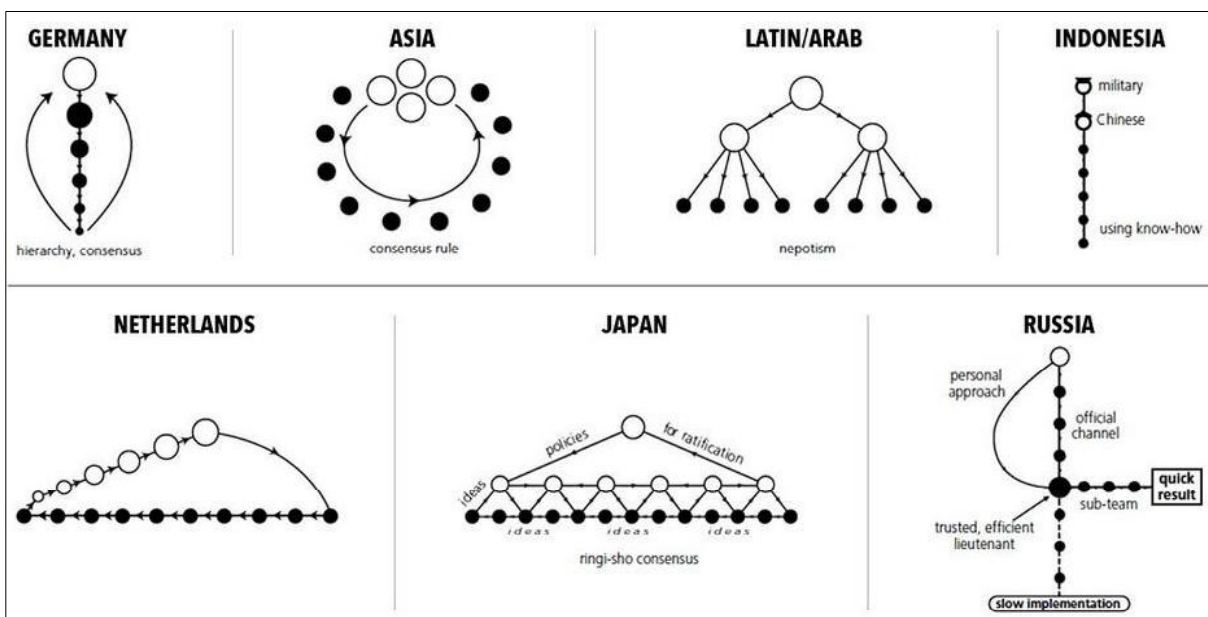
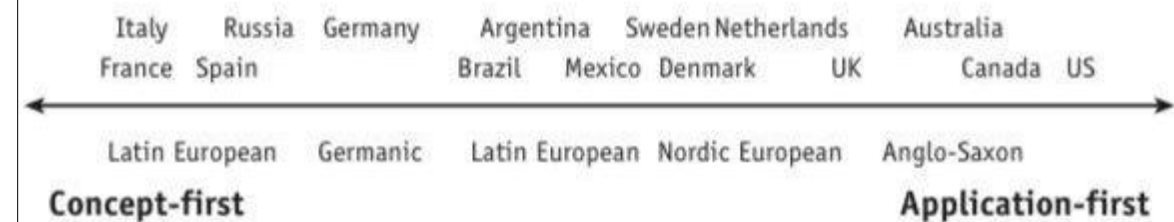


FIGURE 3.1. PERSUADING



Concept-first

Individuals have been trained to first develop the theory or 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.

Application-first

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 with an executive summary or bullet points. Discussions are approached in a practical, concrete manner. Theoretical or philosophical discussions are avoided in a business environment.

FIGURE 2.2. EVALUATING



And just for fun an example of possible miscommunication:

FIGURE 2.1. ANGLO-DUTCH TRANSLATION GUIDE

What the British say	What the British mean	What the Dutch understand
With all due respect...	I think you are wrong.	He is listening to me.
Perhaps you would think about...I would suggest...	This is an order. Do it or be prepared to justify yourself.	Think about this idea and do it if you like.
Oh, by the way...	The following criticism is the purpose of this discussion.	This is not very important.
I was a bit disappointed that...	I am very upset and angry that...	It doesn't really matter.
Very interesting...	I don't like it.	He is impressed.
Could you consider some other options?	Your idea is not a good one.	He has not yet decided.
Please think about that some more.	It's a bad idea. Don't do it.	It's a good idea. Keep developing it.
I'm sure it's my fault.	It's not my fault.	It's his fault.
That is an original point of view.	Your idea is stupid.	He likes my idea!