



EVROPSKÁ UNIE  
Evropské strukturální a investiční fondy  
Operační program Výzkum, vývoj a vzdělávání



MINISTERSTVO ŠKOLSTVÍ,  
MLÁDEŽE A TĚLOVÝCHOVY

Název projektu	Rozvoj vzdělávání na Slezské univerzitě v Opavě
Registrační číslo projektu	CZ.02.2.69/0.0./0.0/16_015/0002400

Prezentace předmětu:  
**Intercultural Communication**  
Lecturer:  
**Ing. Patrik Kajzar, Ph.D.**  
**Mgr. Martina Chylková**



**SLEZSKÁ  
UNIVERZITA**  
OBCHODNĚ PODNIKATELSKÁ  
FAKULTA V KARVINĚ

# 4. Division of cultures

Tato přednáška byla vytvořena pro projekt „Rozvoj vzdělávání na Slezské univerzitě v Opavě“



**SILESIAN  
UNIVERSITY**  
SCHOOL OF BUSINESS  
ADMINISTRATION IN KARVINA

Předmět:  
**Intercultural Communication**

# DIVISION OF CULTURES



**SILESIAN  
UNIVERSITY**  
SCHOOL OF BUSINESS  
ADMINISTRATION IN KARVINA

*The aim of the lecture is to introduce students the division of cultures and cultural intelligence.*



# DIVISION OF CULTURES

Overview

**Division of cultures**

**Cultural intelligence**

**Division of cultures according to  
Hofstede, Trompenaars and Lewis**

- ❑ A cultural divide is the virtual barrier caused by cultural differences.
  - ❑ For example: avoiding eye contact with a superior shows deference and respect in East Asian cultures, but can be interpreted as suspicious behavior in Western cultures.
  - ❑ Studies on cultural divide usually focus on identifying and bridging the cultural divide at different levels of society.
-



- ❑ A cultural divide can have significant impact on international operations on global organizations that require communication between people from different cultures.
  - ❑ Commonly, ignorance of the cultural differences such as social norms and taboos may lead to communication failure within the organization.
-

## *INTERNAL*

- ❑ Internal causes of Cultural Divide refer to causes based on innate or personal characteristics of an individual, such as a personal way of thinking, an internal mental structure or habit that influences how a person acts.
-

## *Internal*

### *Ideological differences*

Rules, norms and way of thinking are often inculcated since young and these help to shape a person's mindset and their thinking style, which will explain how two different cultural groups can view the same thing very differently.

### *Stereotypes*

Perceptions about an out-group or of a different culture may tend to be perpetuated and reinforced by the media or long-standing notions of stereotypes.

---



## *Extrenal*

- ❑ Cultural divide can also be caused by external influences that shape the way an individual thinks about people from other cultures

*Some examples of external sources that influence views on other cultures include:*

- ✓ Official government policies
  - ✓ News and media reports
  - ✓ Social pressure
-

- ❑ Developing high cultural intelligence increases one's openness and hardiness when dealing with major differences in culture.
  - ❑ Improving one's openness requires both humility when learning from others and inquisitiveness in actively pursuing opportunities to develop one's cultural awareness.
  - ❑ Strong hardiness allows one to deal better with stress, cultural shocks and tension when interacting with others in a foreign context.
-

# Division according to Hofstede

---

- ❑ Hofstede developed his original model as a result of using factor analysis to examine the results of a worldwide survey of employee values by IBM between 1967 and 1973. It has been refined since.
  - ❑ The original theory proposed four dimensions along which cultural values could be analyzed: individualism-collectivism; uncertainty avoidance; power distance (strength of social hierarchy) and masculinity-femininity (task orientation versus person-orientation).
  - ❑ Independent research in Hong Kong led Hofstede to add a fifth dimension, long-term orientation, to cover aspects of values not discussed in the original paradigm.
  - ❑ In 2010, Hofstede added a sixth dimension, indulgence versus self-restraint.
-

# Hofstede's cultural dimensions theory

---



- ❑ *The original theory proposed four dimensions along which cultural values could be analyzed:*
    - ✓ individualism-collectivism
    - ✓ uncertainty avoidance
    - ✓ power distance (strength of social hierarchy)
    - ✓ masculinity-femininity (task orientation versus person-orientation)
  - ❑ Independent research in Hong Kong led Hofstede to add a fifth dimension,
  - ❑ Long-term orientation, to cover aspects of values not discussed in the original paradigm.
- In 2010, Hofstede added a sixth dimension,
- ✓ indulgence versus self-restraint.
-

## *International marketing*

- ❑ The six-dimension model is very useful in international marketing because it defines national values not only in business context but in general.
  - ❑ Marieke de Mooij has studied the application of Hofstede's findings in the field of global branding, advertising strategy and consumer behavior. As companies try to adapt their products and services to local habits and preferences they have to understand the specificity of their market.
-

# Practical applications of theory

---



## *For example:*

- ❑ If you want to market cars in a country where the uncertainty avoidance is high, you should emphasize their safety, whereas in other countries you may base your advertisement on the social image they give you.
  - ❑ If you want to advertise cell phones in China, you may show a collective experience whereas in the United States you may show how an individual uses it to save time and money.
-

## *Power distance index (PDI)*

- ❑ This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people.
  - ❑ People in societies exhibiting a large degree of Power Distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low Power Distance, people strive to equalise the distribution of power and demand justification for inequalities of power.
-

## *Individualism versus collectivism (idv)*

- ❑ The high side of this dimension, called Individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families.
  - ❑ Its opposite, Collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in group to look after them in exchange for unquestioning loyalty.
  - ❑ A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we."
-



## *Uncertainty avoidance (UAI):*

- ❑ The Uncertainty Avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen?
  - ❑ Countries exhibiting strong UAI maintain rigid codes of belief and behavior, and are intolerant of unorthodox behavior and ideas. Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles.
-

# Dimensions of national cultures

---



SLEZSKÁ  
UNIVERZITA  
OBCHODNĚ PODNIKATELSKÁ  
FAKULTA V KARVÍNĚ

## *Masculinity vs. femininity (MAS):*

- ❑ The Masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness, and material rewards for success.
  - ❑ Society at large is more competitive. Its opposite, Femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.
  - ❑ In the business context Masculinity versus Femininity is sometimes also related to as “tough versus tender” cultures.
-

# Dimensions of national culture

---



## *Long-term orientation vs. short-term orientation (LTO):*

- ❑ Every society has to maintain some links with its own past while dealing with the challenges of the present and the future. Societies prioritize these two existential goals differently.
  - ❑ Societies who score low on this dimension, for example, prefer to maintain time-honored traditions and norms while viewing societal change with suspicion.
  - ❑ Those with a culture which scores high, on the other hand, take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future.
-

# Dimensions of national cultures

---



**SLEZSKÁ  
UNIVERZITA**  
OBCHODNĚ PODNIKATELSKÁ  
FAKULTA V KARVINĚ

## *Indulgence vs. restraint (IND):*

- Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun.
  - Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms.
-

# Division according Trompenaars

---



❑ **Alfonso (Fons) Trompenaars** - (born 1953, Amsterdam) is a Dutch organizational theorist, management consultant, and author in the field of cross-cultural communication known for the development of Trompenaars' model of national culture differences.

- ✓ Universalism versus particularism.
  - ✓ Individualism versus communitarianism.
  - ✓ Specific versus diffuse.
  - ✓ Neutral versus emotional.
  - ✓ Achievement versus ascription.
  - ✓ Sequential time versus synchronous time.
  - ✓ Internal direction versus outer direction.
-

# Division according Trompenaars

---



- ❑ Trompenaars and Hampden-Turner concluded that what distinguishes people from one culture compared with another is where these preferences fall in one of the following seven dimensions.
  - ❑ You can use the model to understand people from different cultural backgrounds better, so that you can prevent misunderstandings and enjoy a better working relationship with them.
  - ❑ This is especially useful if you do business with people from around the world, or if you manage a diverse group of people.
  - ❑ The model also highlights that one culture is not necessarily better or worse than another; people from different cultural backgrounds simply make different choices.
  - ❑ However, the model doesn't tell you how to measure people's preferences on each dimension. Therefore, it's best to use it as a general guide when dealing with people from different cultures.
-

# Division according to Lewis.

---

- ❑ **The Lewis Model** - is the latest to gain world-wide recognition, being developed in the 1990s and articulated in Richard Lewis's blockbuster, *When Cultures Collide* (1996), which won the US Book of the Month Award in 1997.
- ❑ Lewis, after visiting 135 countries and working in more than 20 of them, came to the conclusion that humans can be divided into 3 clear categories, based not on nationality or religion but on BEHAVIOUR.

He named his typologies:

- ✓ *Linear-active,*
  - ✓ *Multi-active*
  - ✓ *Reactive*
-

# Division according to Lewis



Fig. 1: The Lewis Model – Dimension of Behaviour

<b>LINEAR-ACTIVE</b>	<b>MULTI-ACTIVE</b>	<b>REACTIVE</b>
<b>Talks half the time</b>	<b>Talks most of the time</b>	<b>Listens most of the time</b>
<b>Does one thing at a time</b>	<b>Does several things at once</b>	<b>Reacts to partner's action</b>
<b>Plans ahead step by step</b>	<b>Plans grand outline only</b>	<b>Looks at general principles</b>
<b>Polite but direct</b>	<b>Emotional</b>	<b>Polite, indirect</b>
<b>Partly conceals feelings</b>	<b>Displays feelings</b>	<b>Conceals feelings</b>
<b>Confronts with logic</b>	<b>Confronts emotionally</b>	<b>Never confronts</b>
<b>Dislikes losing face</b>	<b>Has good excuses</b>	<b>Must not lose face</b>
<b>Rarely interrupts</b>	<b>Often interrupts</b>	<b>Doesn't interrupt</b>
<b>Job-oriented</b>	<b>People-oriented</b>	<b>Very people-oriented</b>
<b>Sticks to facts</b>	<b>Feelings before facts</b>	<b>Statements are promises</b>
<b>Truth before diplomacy</b>	<b>Flexible truth</b>	<b>Diplomacy over truth</b>
<b>Sometimes impatient</b>	<b>Impatient</b>	<b>Patient</b>
<b>Limited body language</b>	<b>Unlimited body language</b>	<b>Subtle body language</b>
<b>Respects officialdom</b>	<b>Seeks out key person</b>	<b>Uses connections</b>
<b>Separates the social and professional</b>	<b>Mixes the social and professional</b>	<b>Connects the social and professional</b>

Source: <https://www.crossculture.com/the-lewis-model-dimensions-of-behaviour/>



# Summary



- Culture is a universal human phenomenon, specifically human activity, which is not owned by other biological forms of life and on the other hand is culture perceived and studied as a special way of life different groups of people.
- Cultural intelligence is the ability to adapt to interact with people from different cultures and it consists of four factors.
- Hofstede explained six different culture of dimension.
- The Dutch Fons Trompenaars simplified Kluckhohna and Strodtbeck's breakdowns into three sets of problems: the relationship to humans, the relationship to nature, and the relation to time.
- The Lewis Model being developed in the 1990s.
- Lewis, after visiting 135 countries and working in more than 20 of them, came to the conclusion that humans can be divided into 3 clear categories: Linear-active, Multi-active, Reactive.



---

**SLEZSKÁ  
UNIVERZITA**  
OBCHODNĚ PODNIKATELSKÁ  
FAKULTA V KARVINĚ

Thank you for your attention

---