





ARTISTS: What was that experience like?



EXPLAINERS: What was that experience like?



What is COMMUNICATION?



CROSS-CULTURAL COMMUNICATION

What could go wrong?


http://theantilove.deviantart.com/

- Interplanetary Unusual Attacking Team (Taiwan)

- Interplanetary Unusual Attacking Team (Taiwan)
- Guardians of the Galaxy

- Interplanetary Unusual Attacking Team (Taiwan)
- The Lifeguards of Malibu (Germany)
- Guardians of the Galaxy

- Interplanetary Unusual Attacking Team (Taiwan)
- The Lifeguards of Malibu (Germany)
- Guardians of the Galaxy
- Baywatch

- Interplanetary Unusual Attacking Team (Taiwan)
- The Lifeguards of Malibu (Germany)
- Knight of the Night (Spain)
- Guardians of the Galaxy
- Baywatch

- Interplanetary Unusual Attacking Team (Taiwan)
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- Baywatch
- The Dark Knight

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- Field of Wonders (Russia)
- Guardians of the Galaxy
- Baywatch
- The Dark Knight

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- The Dark Knight
- Wheel of Fortune

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- Field of Wonders (Russia)
- Because She's Ugly (Phil.)
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- Baywatch
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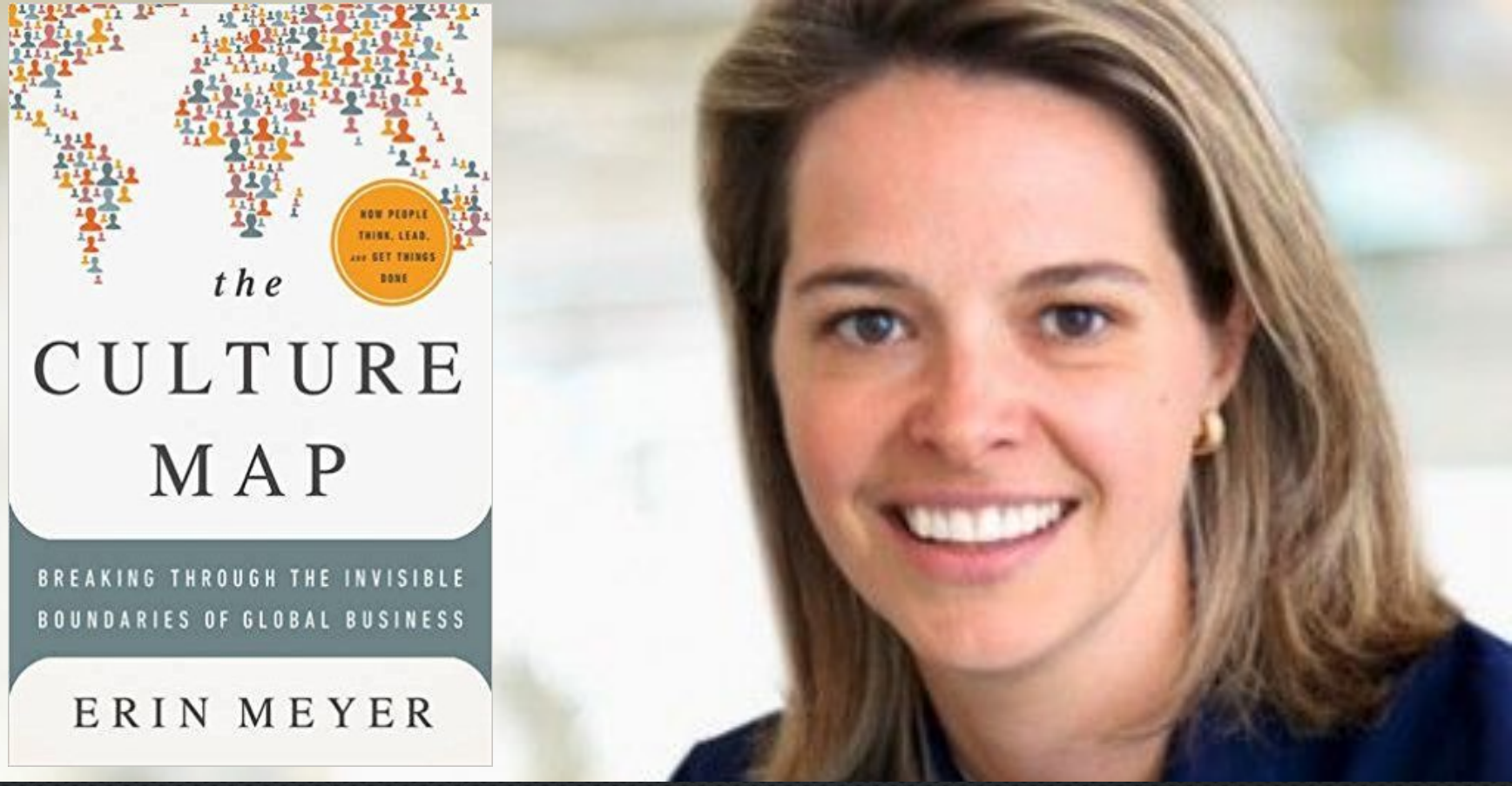
- Guardians of the Galaxy
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- The Dark Knight
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- Never Been Kissed

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- Cloudy with a Chance of Meatballs
- Lost in Translation



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HOW CULTURAL DIFFERENCES
AFFECT BUSINESS
LAVIN



HIGH / LOW CONTEXT

Reading the Air

KWACHANG

"It's cold and I'm kind of hungry."

"It's okay. Don't bother."

"Shall I do so?"

MR. KIM

"How about having something to drink?"

"You must be hungry. How about going out?"

KWACHANG

"It's cold and I'm kind of hungry."

Why don t you buy me a drink or something to eat?

MR. KIM

KWACHANG

"It's cold and I'm kind of hungry."

Why don t you buy me a drink or something to eat?

MR. KIM

"How about having something to drink?"

I will buy a drink for you.

KWACHANG

"It's cold and I'm kind of hungry."

Why don t you buy me a drink or something to eat?

"It's okay. Don't bother."

I will accept if you offer again.

MR. KIM

"How about having something to drink?"

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"How about having something to drink?"

I will buy a drink for you.

"You must be hungry. How about going out?"

I insist on treating you to dinner and drinks.

KWACHANG

"It's cold and I'm kind of hungry."

Why don t you buy me a drink or something to eat?

"It's okay. Don't bother."

I will accept if you offer again.

"Shall I do so?"

I accept!

MR. KIM

"How about having something to drink?"

I will buy a drink for you.

"You must be hungry. How about going out?"

I insist on treating you to dinner and drinks.

“ There is something beautiful in the subtlety of that exchange, in the attention that each party must pay to the motivations and desires of the other. It is civilized, in the truest sense of that word: it does not permit insensitivity or indifference. ”

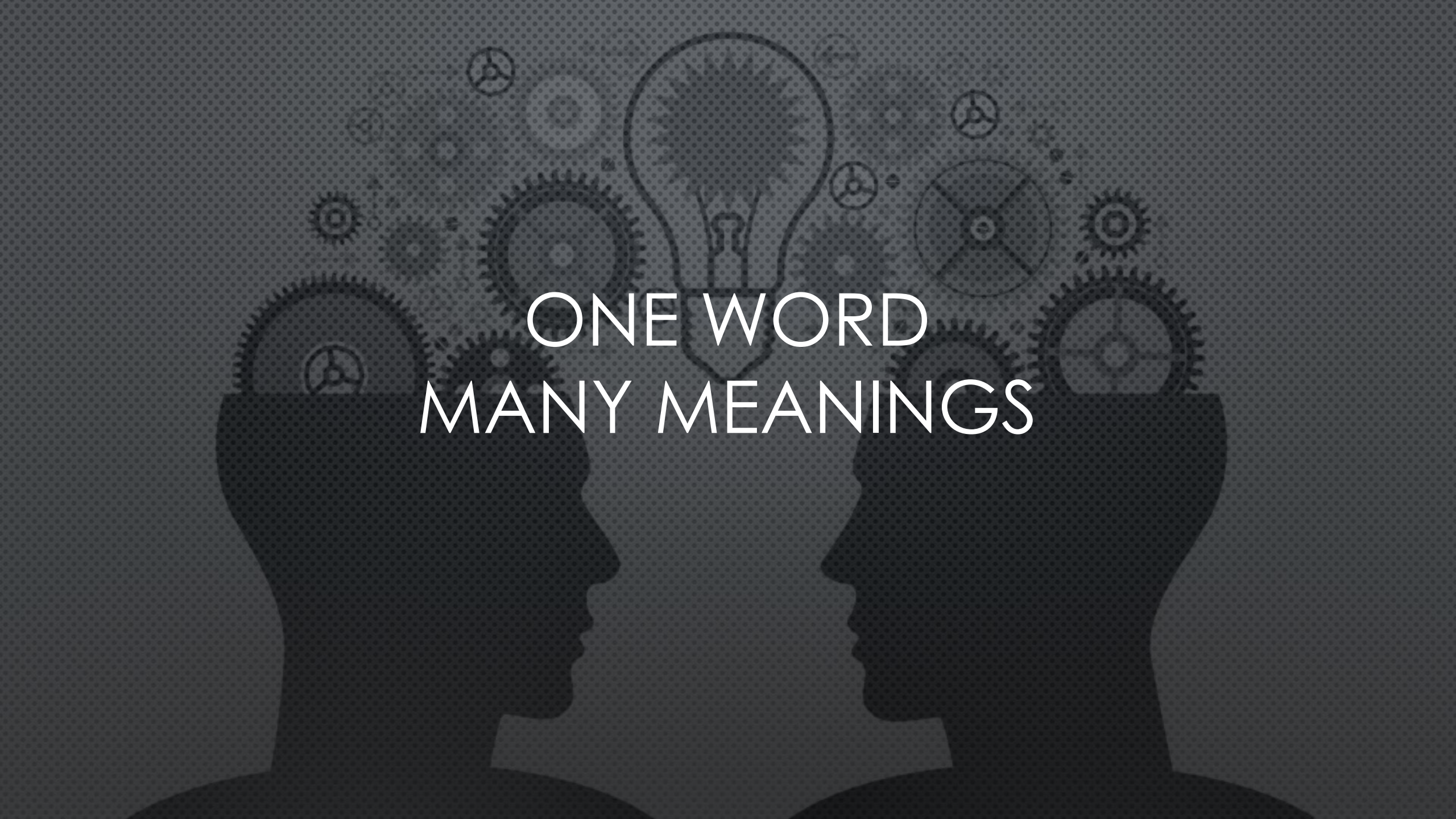
Outliers

By Malcolm Gladwell

“BUT COMMUNICATION LIKE THIS WORKS ONLY WHEN THE LISTENER IS CAPABLE OF PAYING CLOSE ATTENTION, AND IT WORKS ONLY IF THE TWO PARTIES IN A CONVERSATION HAVE THE LUXURY OF TIME, IN ORDER TO UNWIND EACH OTHER’S MEANINGS.”

OUTLIERS

BY MALCOLM GLADWELL


ONE WORD
MANY MEANINGS

“MANY LINGUISTS CONSIDER THIS THREE-LETTER WORD TO BE THE MOST COMPLICATED, MULTIFACETED WORD IN THE ENGLISH LANGUAGE.

“THAT’S ABSURD,” YOU MIGHT BE THINKING. IT’S TRUE.”

“ACCORDING TO THE OXFORD ENGLISH DICTIONARY EDITORS, THIS WORD HAS THE MOST MEANINGS IN ALL OF ENGLISH POSSESSING MORE THAN **645** DIFFERENT USAGE CASES FOR THE VERB FORM ALONE.”

“

THE ANALYSIS TOOK ONE PROFESSIONAL LEXICOGRAPHER NINE MONTHS OF RESEARCH TO COMPLETE. THREE LITTLE LETTERS HAVE SO MUCH MEANING BECAUSE CONTEXT IS EVERYTHING.

”

“RUN”

“YOU RUN OUT OF MILK AND MAKE A RUN TO THE STORE. ON THE WAY, YOU ALMOST RUN OVER A SQUIRREL AS HE RUNS FOR HIS LITTLE LIFE. STILL SHAKEN, YOU RUN A STOP SIGN AND RUN INTO THE BACK OF THE CAR IN FRONT OF YOU. NOW YOUR CAR DOESN’T RUN PROPERLY, AND YOUR INSURANCE COMPANY IS GOING TO RUN-UP THEIR PRICES.”

“AFTER A QUICK RUN-IN WITH THE LAW, YOU REALIZE THAT YOU’VE RUN OUT OF TIME TO PICK UP YOUR YOUNGEST FROM SCHOOL. HOWEVER, YOU QUICKLY RUN INTO THE STORE ONLY TO DISCOVER THAT THEY’VE RUN OUT OF MILK! TO MAKE MATTERS WORSE, SOMEONE RUNS INTO YOUR LEG WITH THEIR GROCERY CART AND PUTS A NASTY RUN DOWN YOUR FAVORITE BLACK LEGGINGS.”

“THINGS HAVE DEFINITELY RUN AMOK AND NOW YOU HAVE TEARS RUNNING DOWN YOUR FACE AND YOU DESPERATELY SEARCH FOR A KLEENEX TO BLOW YOUR RUNNY NOSE. AND NOW YOU JUST WANT TO RUN AWAY!”


HIGH / LOW CONTEXT
DIRECT & INDIRECT

Direct & Indirect

People say what they mean and mean what they say

Yes means yes.

Good to put issues of disagreement into writing

Use active voice

People don't always say what they mean or mean exactly what they say

Yes may mean maybe or no.

Very bad to put disagreement into writing

Use passive voice

Did JESUS lie?



John 7:8-10


crucifixion
alliance
jealousy
death
kingdom
pleasing
dignity
relationship
infertility
condemnation
approval
authority
fear
curse
devil
dirty
HONOR
rule
Messiah
bowing
community
Abraham
face
head
holy
reverence
favor
Weight
white
revilement
feast
riches
stench
SHAME
impurity
life
persecution
exile
foot
subjugation
blasphemy
humility
pride
gift
crown
barrenness
lord
boast
mediator
family
firstborn
glorify
David
sanctified
covenant
worship
seat
blush
hospitality
raised
blessing
threat
right hand
mourning
patron
blood
sickness
righteousness


HIGH / LOW CONTEXT
DIRECT / INDIRECT
HONOR & SHAME

"Saving face"

Getting/ giving information efficiently is the primary goal of communication.

Ideas are "impersonal"

Preserving or strengthening harmony is the primary goal of communication

Ideas are "personal"




HIGH / LOW CONTEXT
DIRECT / INDIRECT
HONOR / SHAME
SPEAKER / LISTENER


speaker / listener
WHO IS RESPONSIBLE?

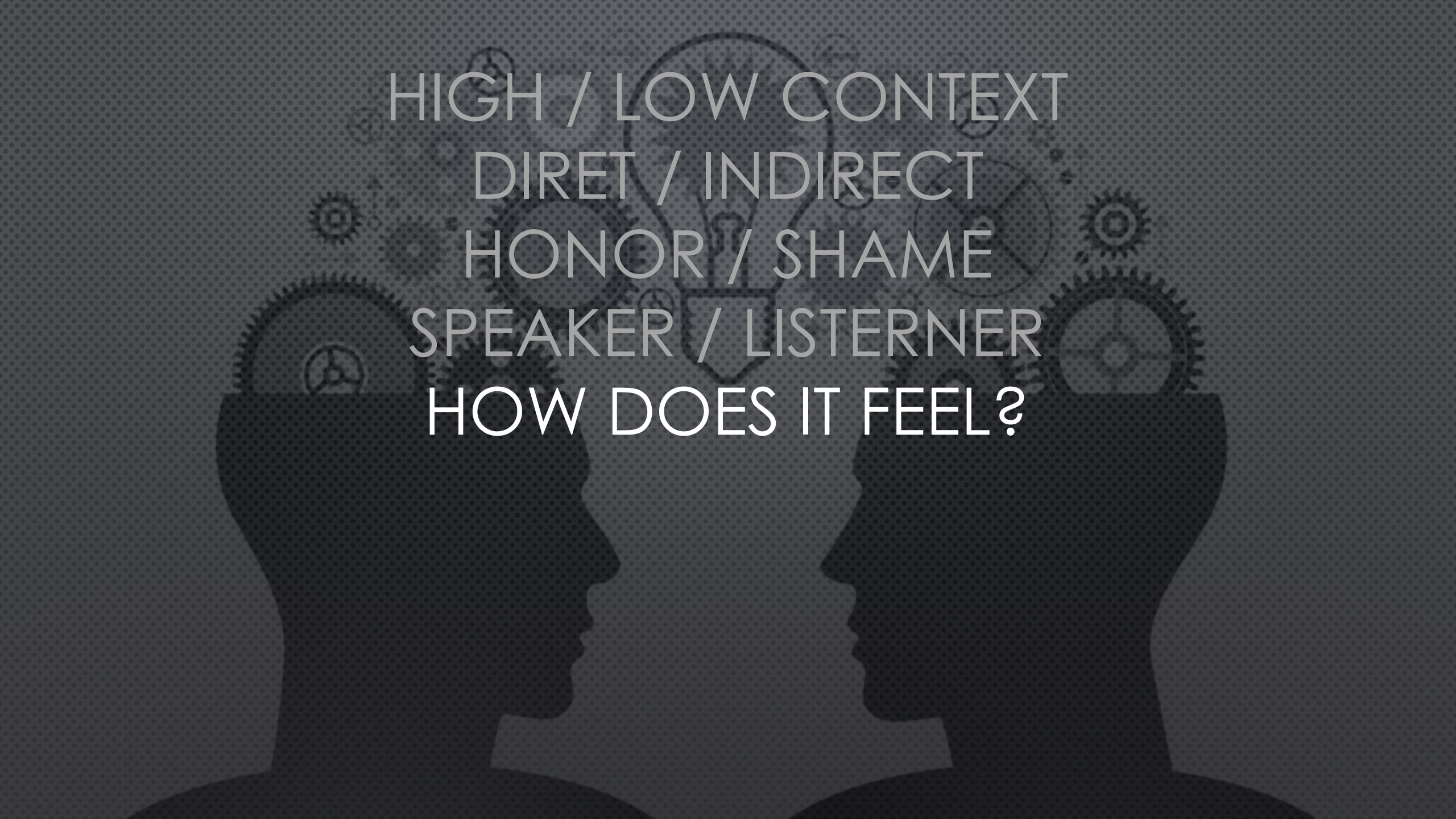


"SPEAKER"

It is considered the responsibility of the ***SPEAKER*** to communicate ideas clearly and unambiguously.

"LISTENER"

It is up to the ***LISTENER*** to make sense of what is being said.


HIGH / LOW CONTEXT
DIRET / INDIRECT
HONOR / SHAME
SPEAKER / LISTERNER
HOW DOES IT FEEL?

“FOR THOSE WHO HAVE GROWN UP IN A HIGHER-CONTEXT CULTURE, LEARNING HOW TO BE DIRECT CAN FEEL LIKE LEARNING HOW TO INSULT PEOPLE AND NOT FEEL GUILTY ABOUT IT.”

“FOR THOSE WHO HAVE GROWN UP IN A LOWER-CONTEXT CULTURE, LEARNING HOW TO BE INDIRECT CAN FEEL LIKE LEARNING HOW TO LIE.”

“EACH WILL STRUGGLE, AND EACH WILL BE TEMPTED TO JUDGE THE OTHER CULTURE AS WRONG. EACH WILL HAVE PASSAGES FROM THE BIBLE TO JUSTIFY HIS OR HER POSITION AND WILL USE THEM TO JUSTIFY HIS OR HER ATTITUDES.”

“BOTH WILL NEED TO LEARN HOW TO LISTEN AND HOW TO READ EACH OTHER IF THEY ARE TO GET BEYOND SIMPLY IMPOSING ON EACH OTHER THEIR OWN IMAGE OF WHAT A CHRISTIAN SHOULD BE.”

Effective intercultural communication

HOW TO AVOID MISCOMMUNICATION



OneLife Culture

Which do we need to pay attention to?

You pick two:

- High / Low context
- Diret / Indirect
- Honor / Shame
- Speaker / Listerner




UNITED STATES
CANADA
CANADA
UNITED STATES
MEXICO
GREENLAND
CUBA
VENEZUELA
BRAZIL
PERU
BRAZIL
BRAZIL
BOLIVIA
ARGENTINA
RUSSIA
RUSSIA
RUSSIA
KAZAKHSTAN
MONGOLIA
CHINA
CHINA
INDIA
TURKEY
IRAN
IRAQ
SAUDI ARABIA
LIBYA
EGYPT
SUDAN
ALGERIA
CHAD
NIGERIA
MALI
KENYA
UGANDA
ANGOLA
ZAMBIA
SOUTH AFRICA
NAMIBIA
MYANMAR
MALAYSIA
INDONESIA
AUSTRALIA
AUSTRALIA
AUSTRALIA
AUSTRALIA
NEW ZEALAND
JAPAN

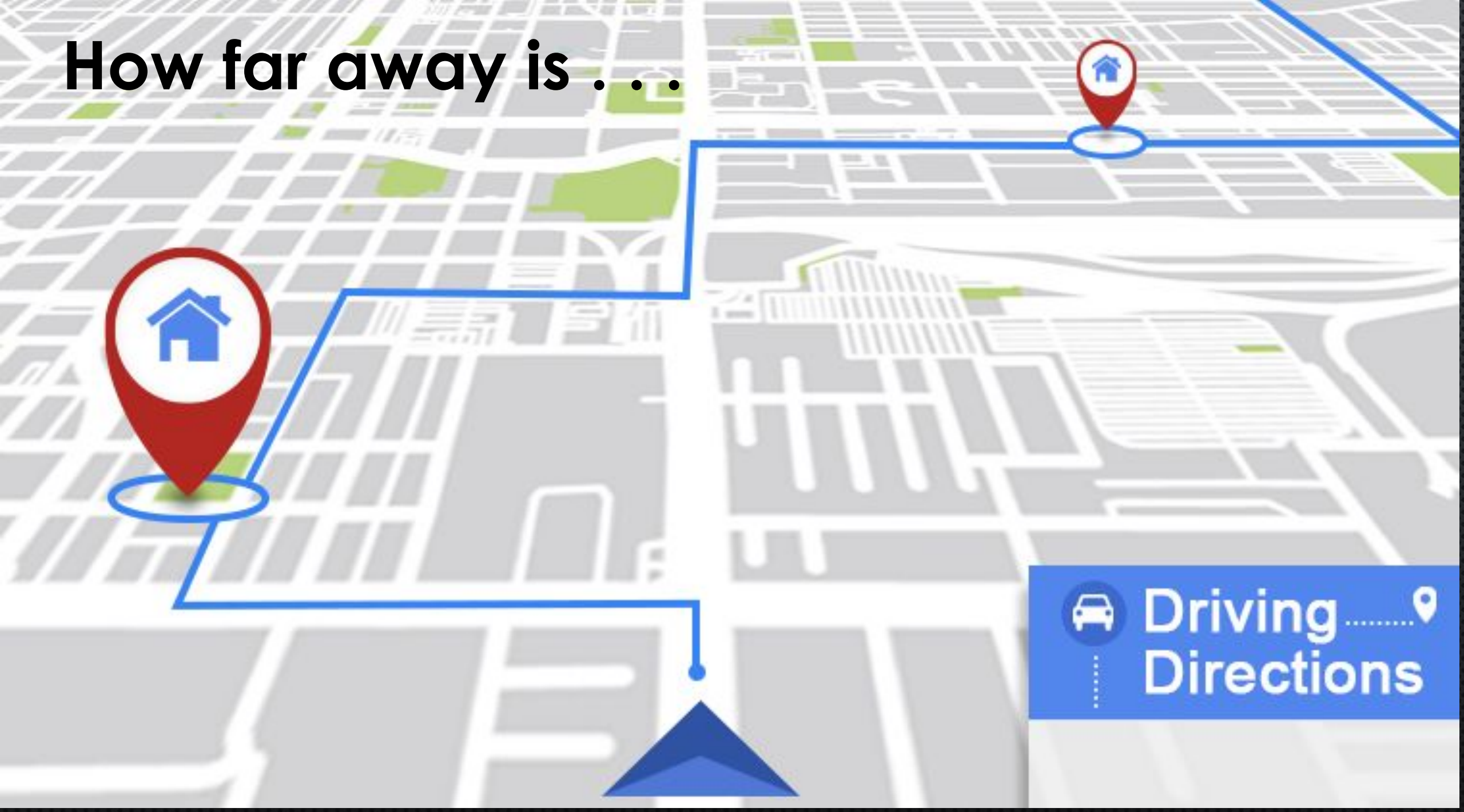


Culture Clash



fundamental differences in thinking, feeling and behaving

How far away is . . .





TIME

MONOCHRONIC

- Time is a limited commodity
- Efficiency highly valued
- Needs of people are subservient to the demands of time
- Friendships can start quickly

POLYCHRONIC

- Time is unlimited
- Time is bent to meet the needs of people
- Plans are fluid
- Friendships take much time/investment to get established



One thing at a time

Stick to the Schedule

Emphasize promptness

No interruptions

Deadline focused

Many things at once

Adaptable to change

Alter plans often and easily

Accept interruptions

Emphasize flexibility

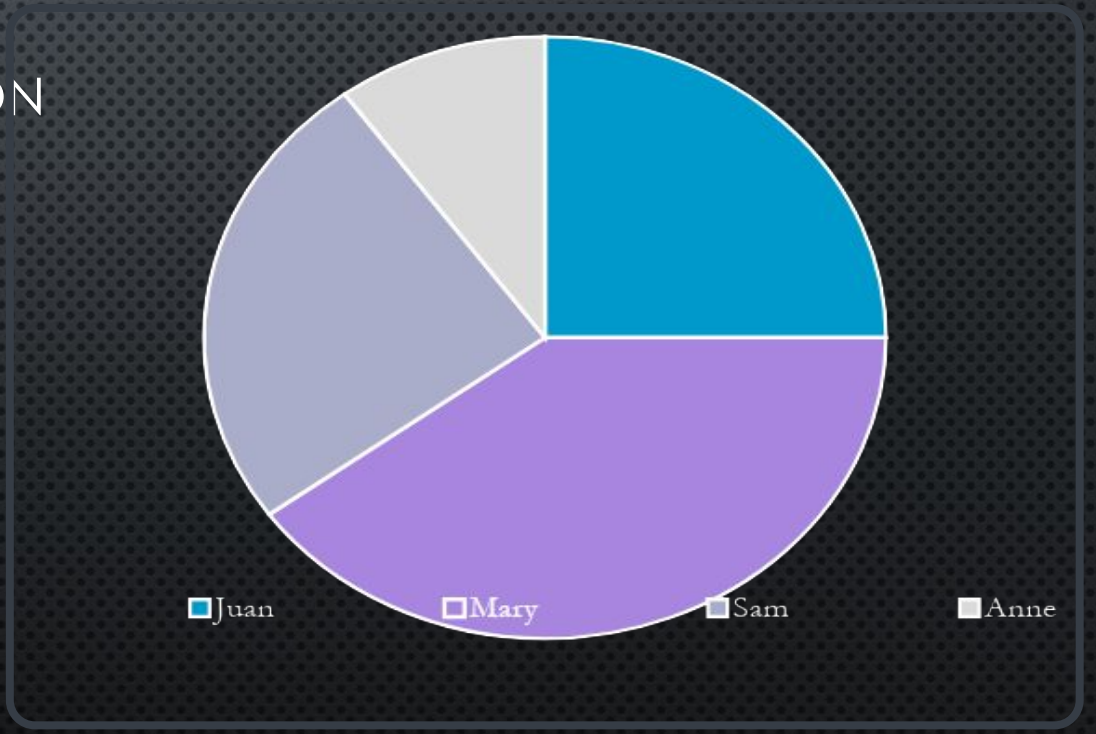


TIME

Who gets what?

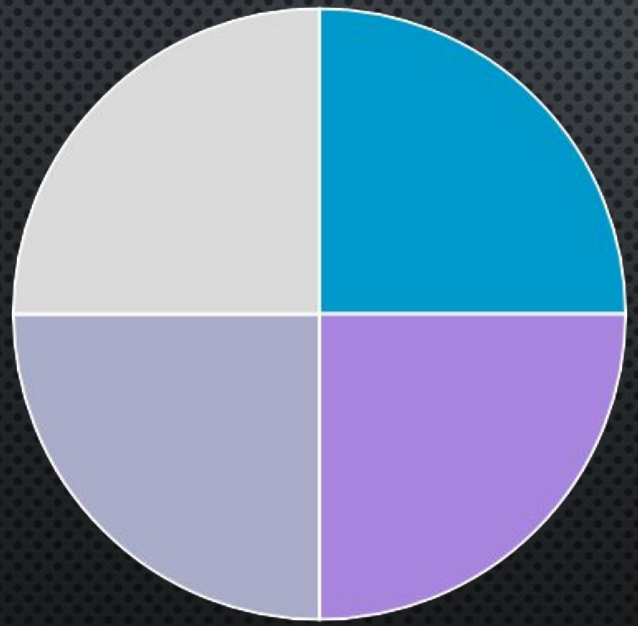
For 6 weeks you and 3 other people in your organization have been working on an important special project.

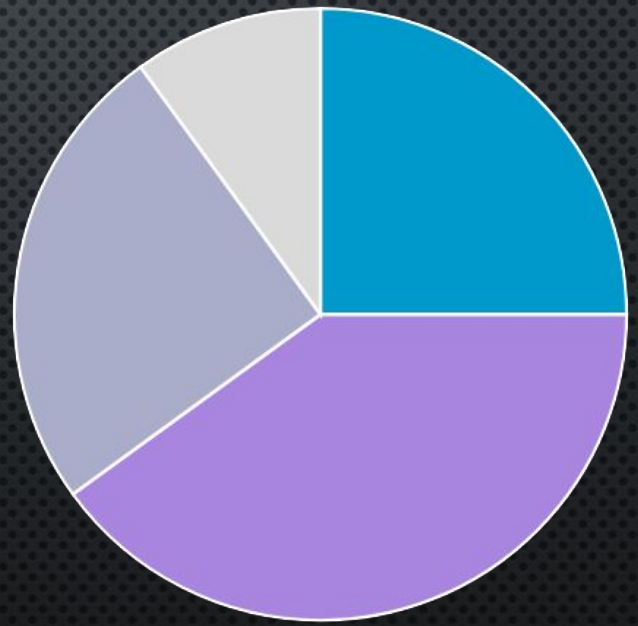
- Juan did 25% of the work
- Mary did 40% of the work
- Sam did 25% of the work
- Anne did 10% of the work



NOW THE WORK IS DONE AND THE 4 OF YOU HAVE BEEN AWARDED A CASH BONUS OF $10,000.

HOW SHOULD THE MONEY BE DISTRIBUTED?







SELF

Individualism

- Identity is personal and individual
- Personal fulfillment is the greatest good
- Independence and self-reliance are highly valued
- Friendship easy to make and end
- Group success results from totaling individual success

Collectivism

- Identity is a function of one's membership/role in a primary group
- Group harmony is the greatest good
- Interdependence is highly valued
- Friendships take long time to develop and are long-term
- Individual success results from group success

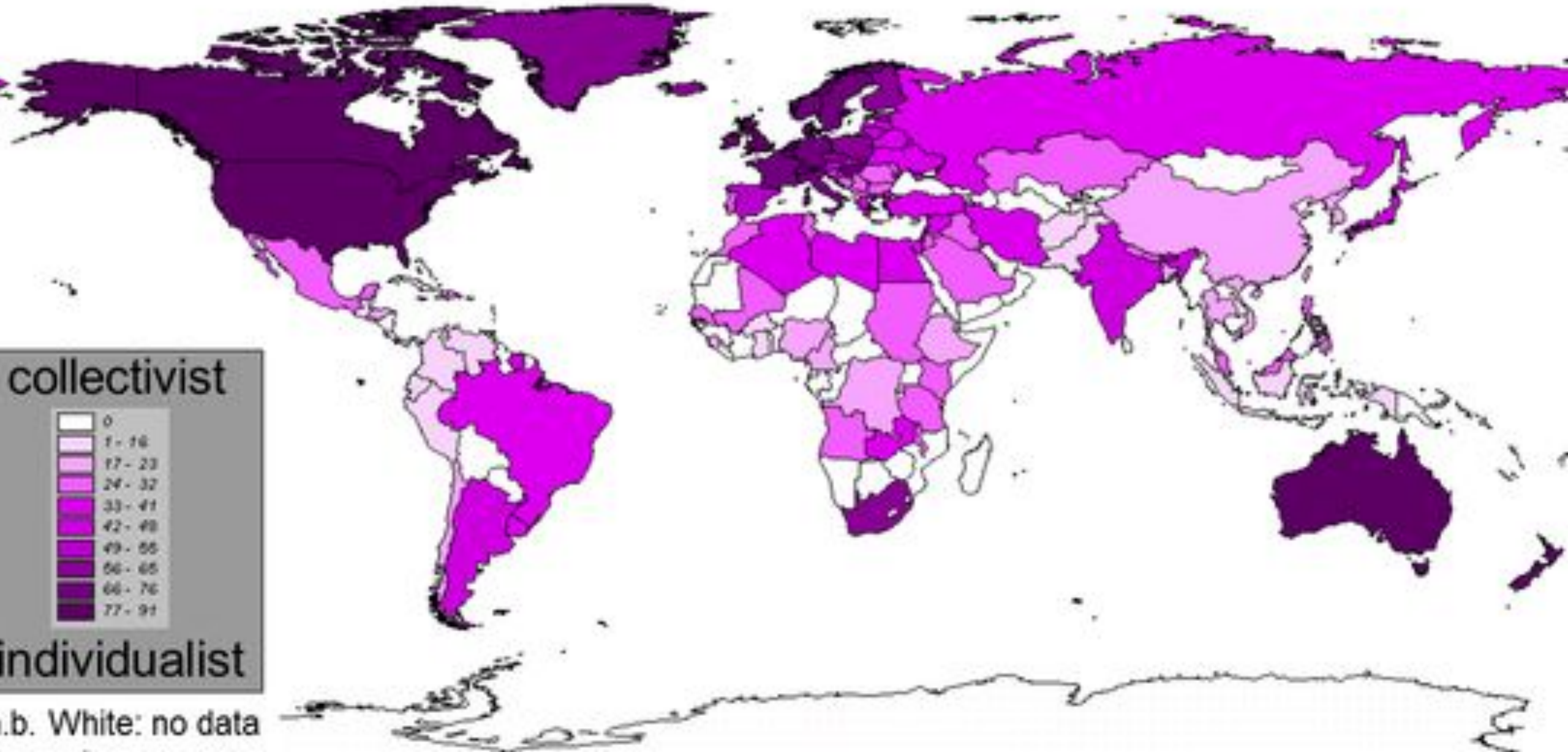


individualism



collectivism

Collectivism – Individualism World map




Ice Hockey
Football
Gaelic Football
Football
Football
Football
Football
Football
Football
Basketball
Baseball
American Football
Football
Cricket
Archery
Football
Baseball
Football
Football
Football
Football
Australian Football
Rugby
GEO FACTS
Football
American Football
Mongolian Wrestling
Rugby
Archery



USA BASKETBALL

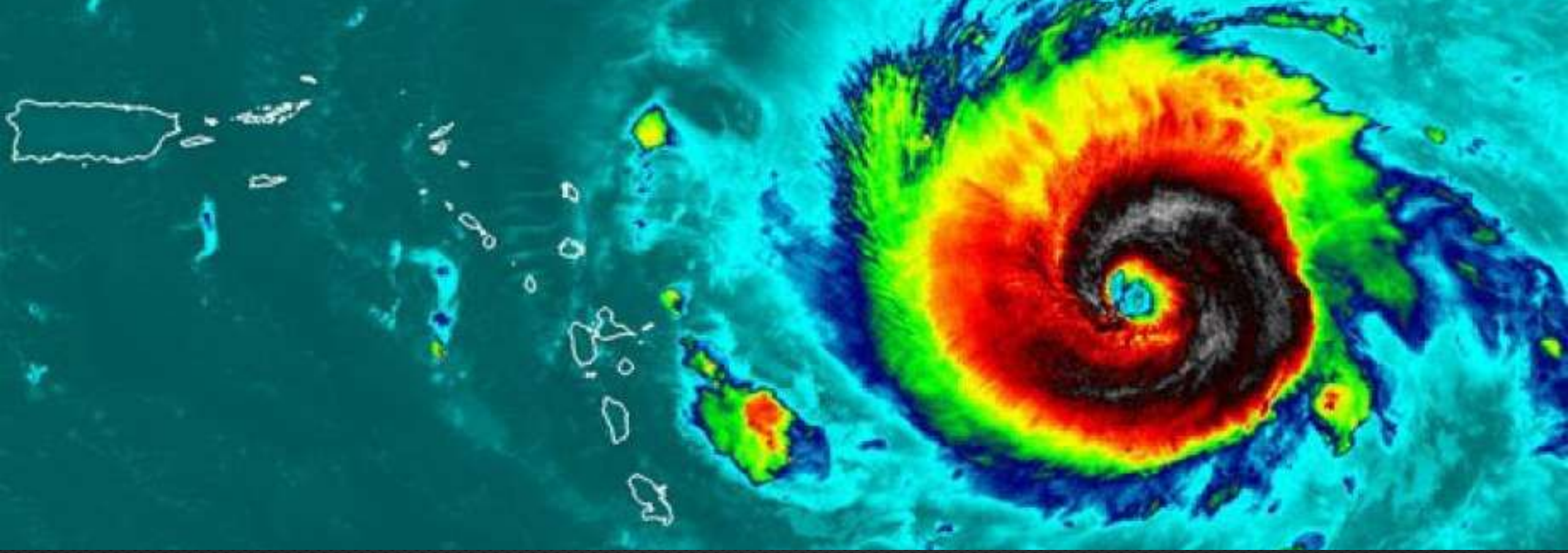





gallant
welcoming
generous
interactive
heroic
helpful
hospitable
benevolent
altruistic
collaborative
connected
shared
undivided
united
generous
mutual
joint
noble
hospitable
considerate
accepting
unified
selfless
bilateral
allied
tolerant
noble
heroic
connected
shared
unselfish
communal
tolerant
humanitarian
philanthropic
convivial
considerate
public
gallant
connected
unified
helpful
magnanimous
compassionate
reciprocal
civil
welcoming
cooperative
beneficent
self-sacrificing
interdependent
united
cooperative
multilateral
beneficent
associative
collective
multilateral
humanitarian
self-sacrificing
unique
personal
self-sufficient
materialistic
self-serving
vain
pompous
smug
stingy
peculiar
solitary
discrete
possessive
hoarding
covetous
private
edacious
greedy
isolated
selfish
withdrawn
self-centered
self-serving
particular
reserved
aloof
isolated
miserly
unconnected
self-sufficient
stingy
individual
distinctive
solitary
autonomous
special
independent
detached
audacious
avaricious
separate
arrogant
singular
self-reliant
exclusive
acquisitive
egotistic
pleonectic
vain
unattached
private
conceited
autocratic
rapacious
individual
unattached
different
narcissistic
disdainful
predatory
removed
sovereign

TIME

SELF



NATURAL DISASTERS

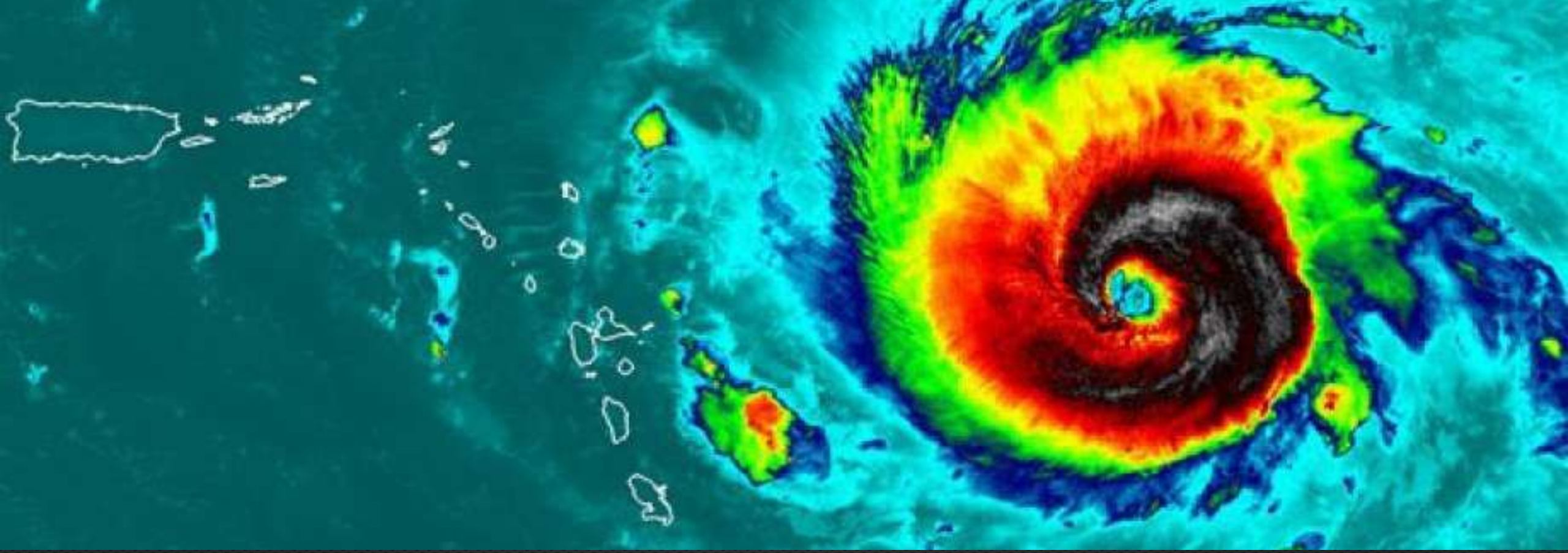
Natural Disasters

Hurricane Katrina
August 2005
Louisiana, USA

Indian Ocean Tsunami
December 2004
Indonesia, India, Thailand

Hurricane Harvey
August 2017
Texas, USA

Hurricane Matthew
October 2016
Southern Haiti



LOCUS OF CONTROL

Locus of Control

- Internal

Life is what you make it

Few things can't be changed

If things go "wrong" someone is to blame

People tend to be optimistic/ naive

- External

Life is what happens to you

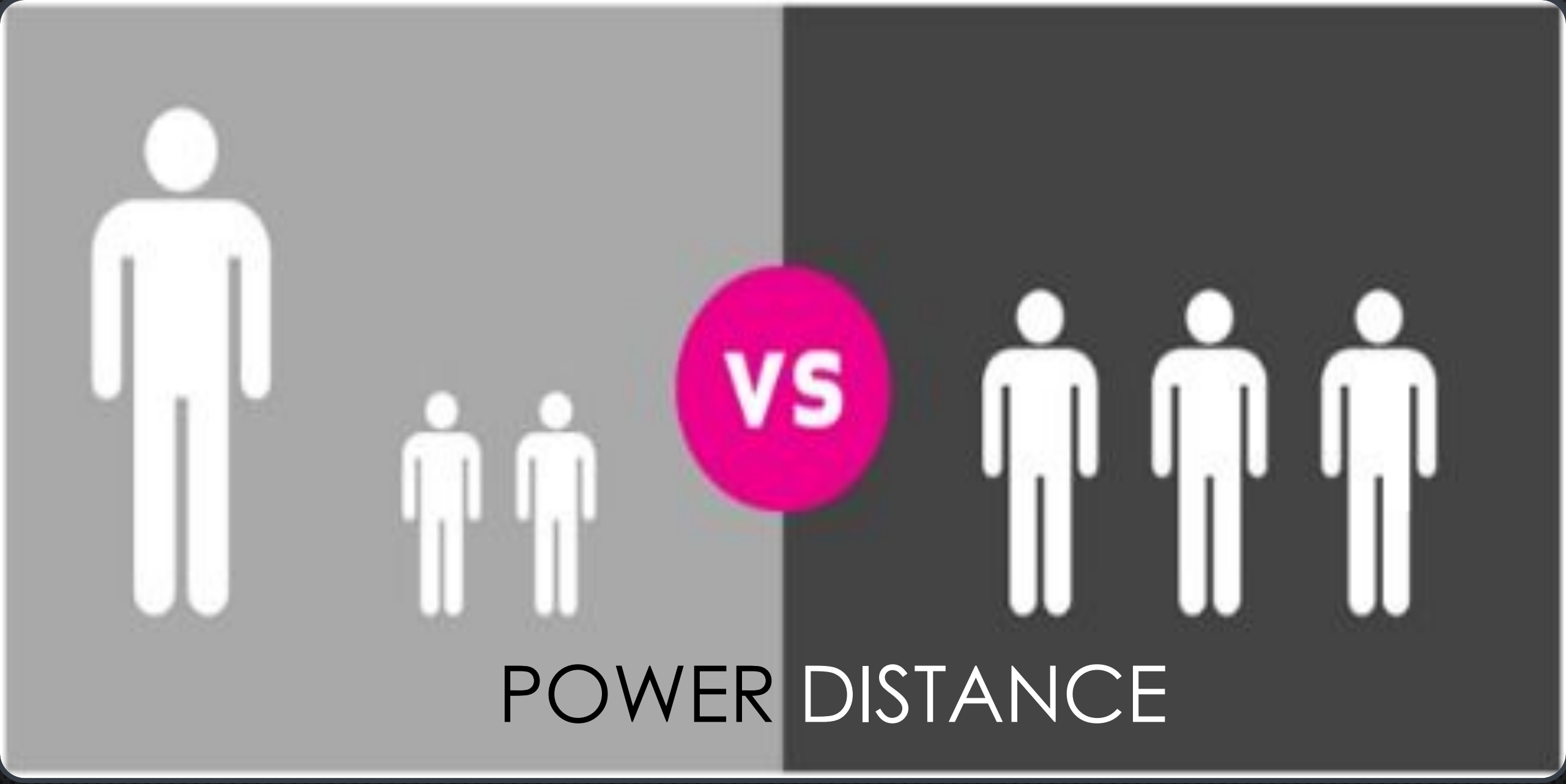
People have limited control thus things in life must be accepted

People tend to be realistic/ fatalistic

TIME

SELF

CONTROL



POWER DISTANCE

power distance



high



low

Low

Managers share authority with subordinates

Subordinates take initiative not micromanaged

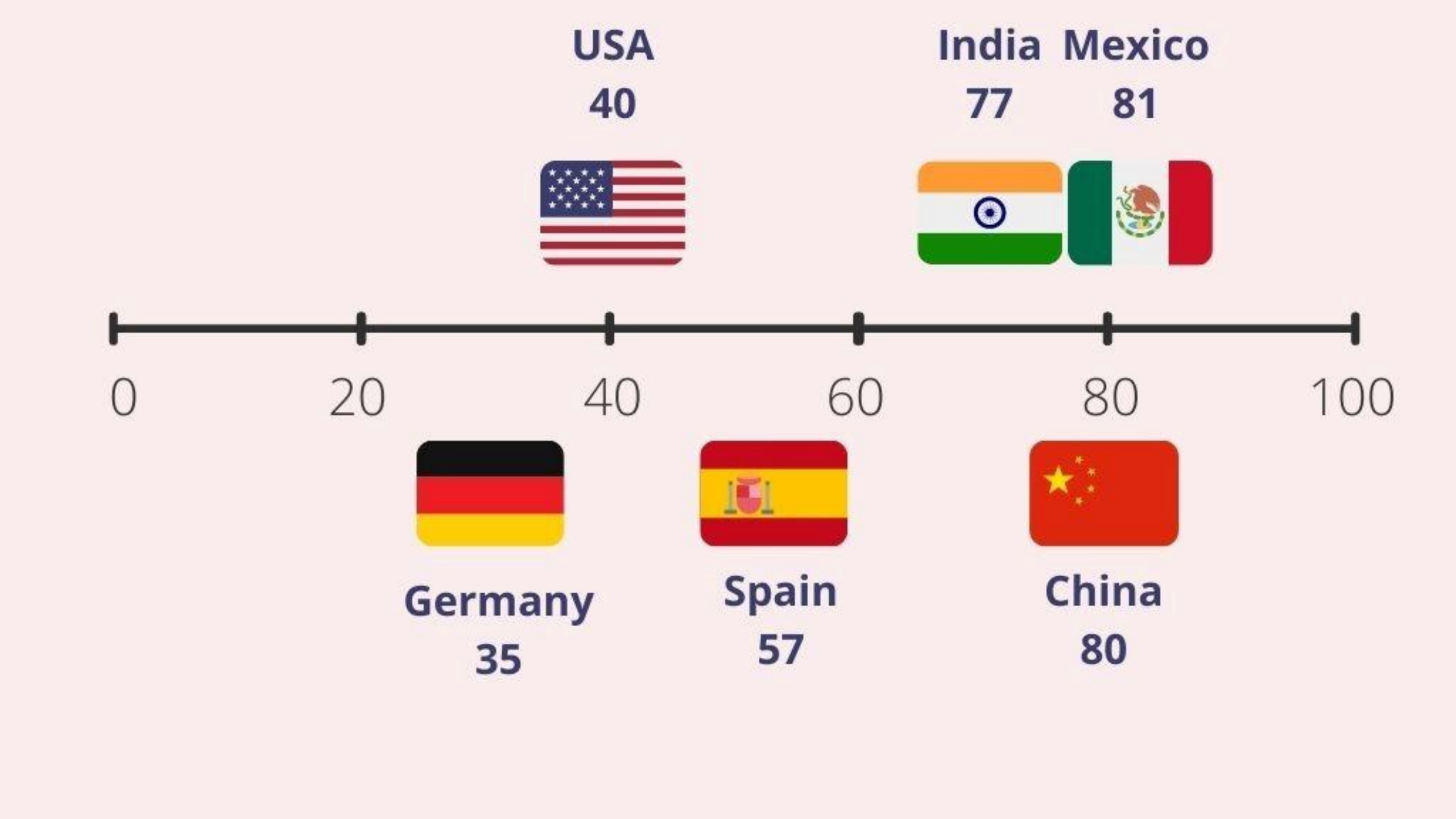
Ok to say no/disagree with the boss

high

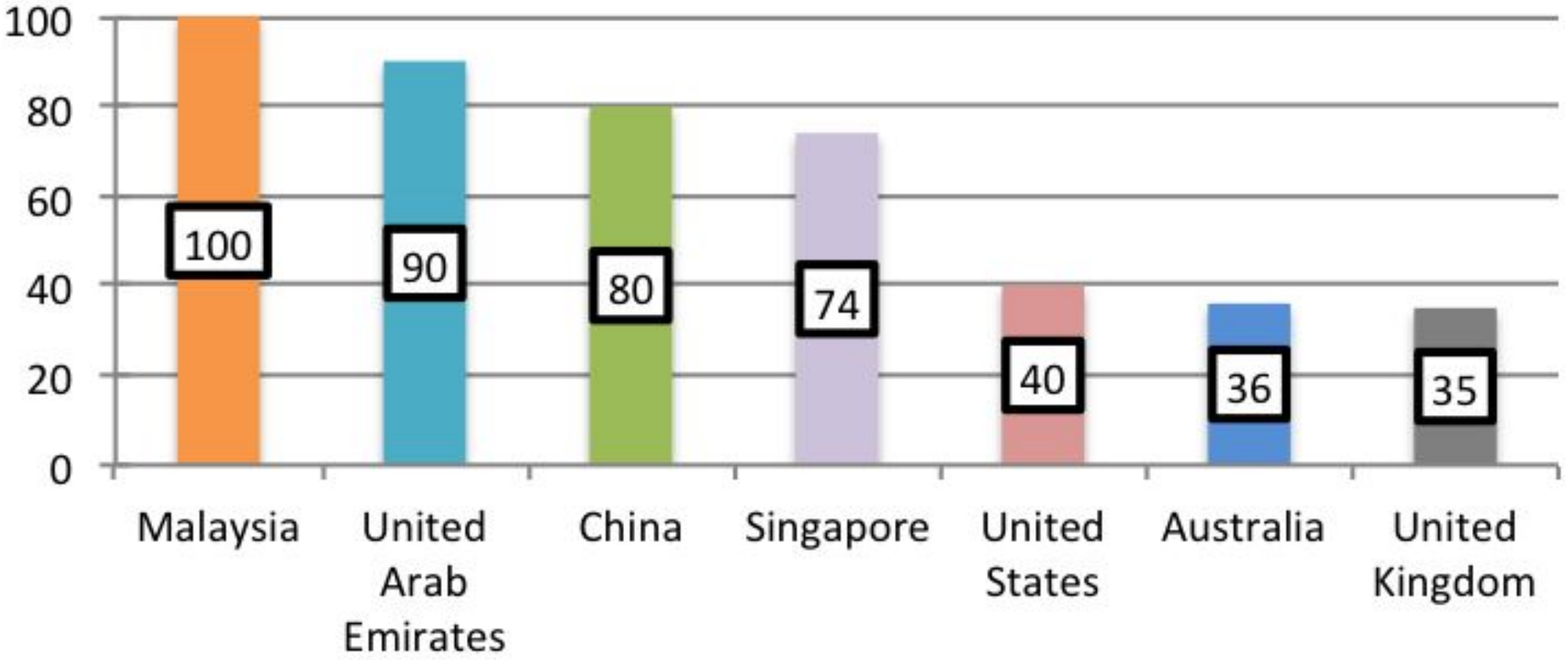
Managers hold on to power

Subordinates to not take initiative but wait for explicit instructions

Bad to openly disagree with the boss

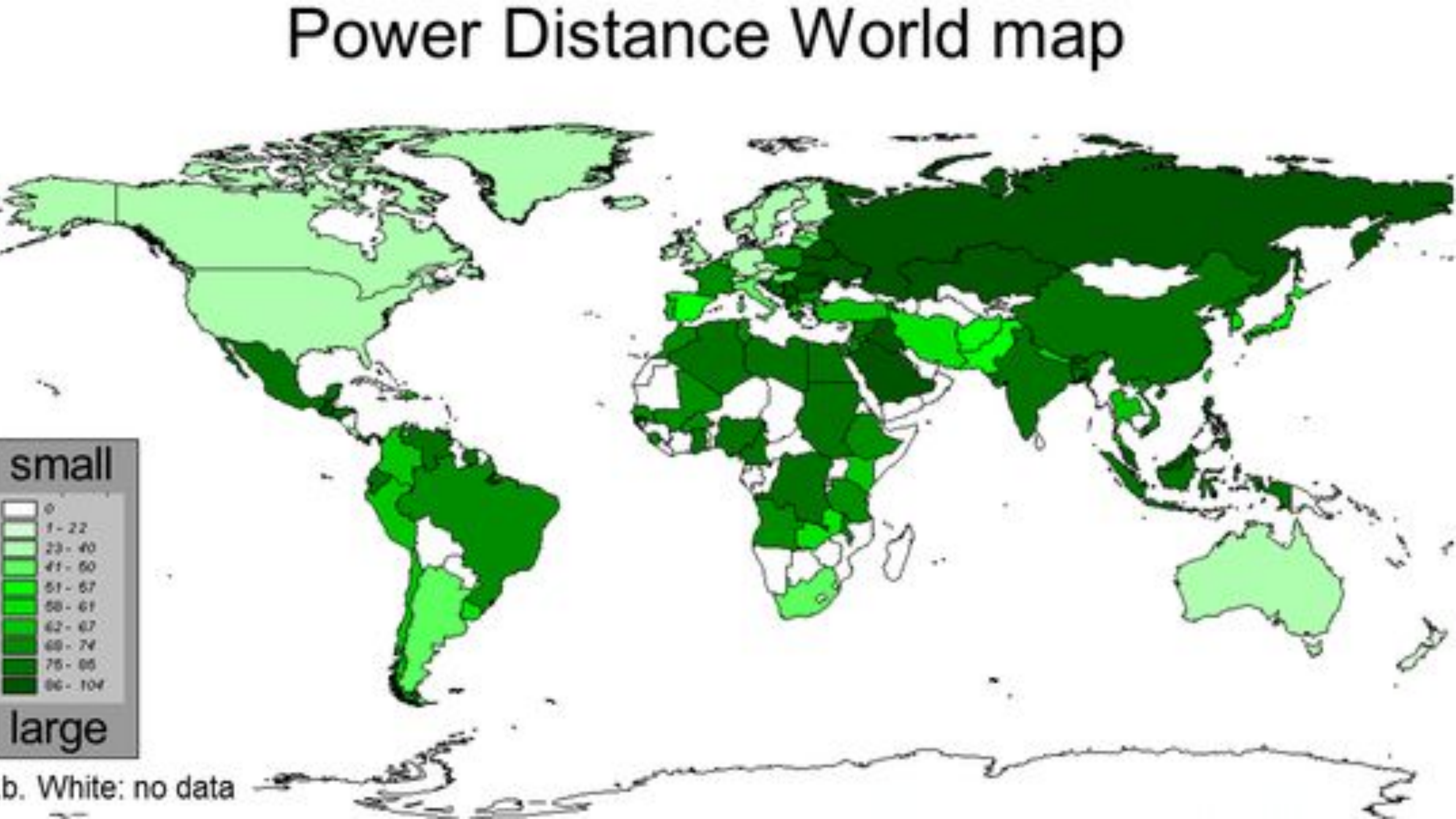

USA
40
India
77
Mexico
81
0
20
40
60
80
100
Germany
35
Spain
57
China
80

Power Distance Index



Source: Hofstede Insights

Power Distance World map



b. White: no data

TIME

SELF

CONTROL

POWER



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The Story of Korean Airlines

Korean air

- a Korean Air Boeing 747 crashed in Seoul
- 3 years after that, the airline lost another 747 near Sakhalin Island, in Russia
- Boeing 707 went down over the Andaman Sea in 1987
- 2 more crashes in 1989 in Tripoli and Seoul
- another in 1994 in Cheju, South Korea.
- Korean Air 747 that crash-landed at Kimpo in Seoul
- Jetliner that overran a runway at Korea's Ulsan Airport eight weeks after that
- Korean Air McDonnell Douglas 83 that rammed into an embankment at Pohang Airport the following March
- a month after that, a Korean Air passenger jet that crashed in a residential area of Shanghai
- a Korean Air cargo plane that crashed just after takeoff from London's Stansted airport, despite the fact that a warning bell went off in the cockpit no fewer than fourteen times

United air

1988-1998

.27 crashes per million departures

one in every four million flights

Korean air

1988-1998

4.79 per million departures

more than *seventeen times higher!*

“THEN A SMALL MIRACLE HAPPENED. KOREAN AIR TURNED ITSELF AROUND. TODAY, THE AIRLINE IS A MEMBER IN GOOD STANDING OF THE PRESTIGIOUS SKYTEAM ALLIANCE. ITS SAFETY RECORD SINCE 1999 IS SPOTLESS. IN 2006, KOREAN AIR WAS GIVEN THE PHOENIX AWARD BY AIR TRANSPORT WORLD IN RECOGNITION OF ITS TRANSFORMATION. AVIATION EXPERTS WILL TELL YOU THAT KOREAN AIR IS NOW AS SAFE AS ANY AIRLINE IN THE WORLD.”

OUTLIERS

BY MALCOLM GLADWELL

WHAT WAS CAUSING THE CRASHES?

Most crashes happen when the _____ is in the pilot's seat.

a. Pilot
b. Co-Pilot



Most crashes happen when the _____ is in the pilot's seat.

a. **Pilot**

b. Co-Pilot



“PLANES ARE SAFER WHEN THE LEAST EXPERIENCED PILOT IS FLYING, BECAUSE IT MEANS THE SECOND PILOT ISN’T GOING TO BE AFRAID TO SPEAK UP.”

OUTLIERS

BY MALCOLM GLADWELL

“PILOT ERRORS ARE RARELY PROBLEMS OF KNOWLEDGE OR FLYING SKILL.
IT’S NOT THAT THE PILOT HAS TO NEGOTIATE SOME CRITICAL TECHNICAL MANEUVER AND FAILS.

THE KINDS OF ERRORS THAT CAUSE PLANE CRASHES ARE INVARIABLY ERRORS OF TEAMWORK AND COMMUNICATION.”

OUTLIERS

BY MALCOLM GLADWELL

“ONE PILOT KNOWS SOMETHING IMPORTANT AND SOMEHOW DOESN’T TELL THE OTHER PILOT.
ONE PILOT DOES SOMETHING WRONG, AND THE OTHER PILOT DOESN’T CATCH THE ERROR.

A TRICKY SITUATION NEEDS TO BE RESOLVED THROUGH A COMPLEX SERIES OF STEPS—AND SOMEHOW THE PILOTS FAIL TO COORDINATE AND MISS ONE OF THEM.”

OUTLIERS

BY MALCOLM GLADWELL

POWER DISTANCE
+
INDIRECT COMMUNICATION

Among Korean Air flight crews, the expectation on layovers used to be that the junior officers would attend to the captain to the point of making him dinner or purchasing
Him gifts.



As one former Korean Air pilot puts it, the sensibility in many of the airline's cockpits was that "the captain is in charge and does what he wants, when he likes, how he likes, and everyone else sits quietly and does nothing."



Indirect Communication

Engineer says:

"Captain, the weather radar has helped us a lot."

Indirect communication

Engineer says	He means
"Captain, the weather radar has helped us a lot."	"This isn't a night where you can rely on just your eyes to land the plane. Look at what the weather radar is telling us: there's trouble ahead."

Indirect Communication

First Officer says

"Don't you think it rains more? In this area, here?"

First Officer says

"Don't you think it rains more? In this area, here?"

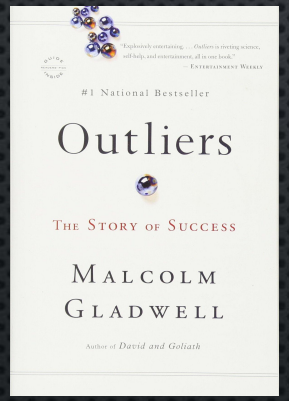
He means

"Captain. You have committed us to visual approach, with no backup plan, and the weather outside is terrible. You think that we will break out of the clouds in time to see the runway. But what if we don't? It's pitch-black outside and pouring rain and the glide scope is down."

“

BUT HE CAN’T SAY THAT. HE HINTS, AND IN HIS MIND, HE’S SAID AS MUCH AS HE CAN TO A SUPERIOR.

”



OUTLIERS (CHAPTER 7)

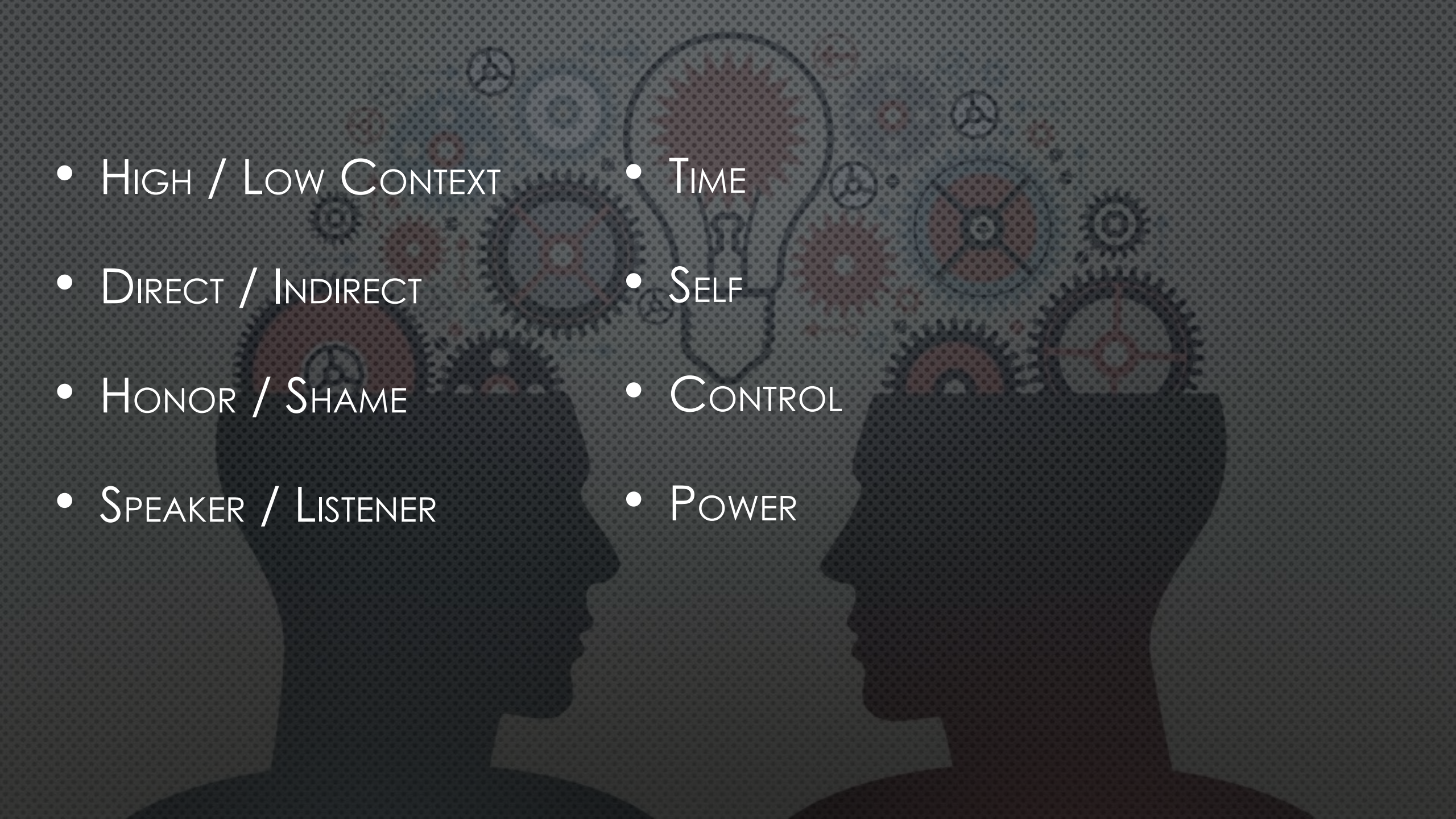
By Malcolm Gladwell



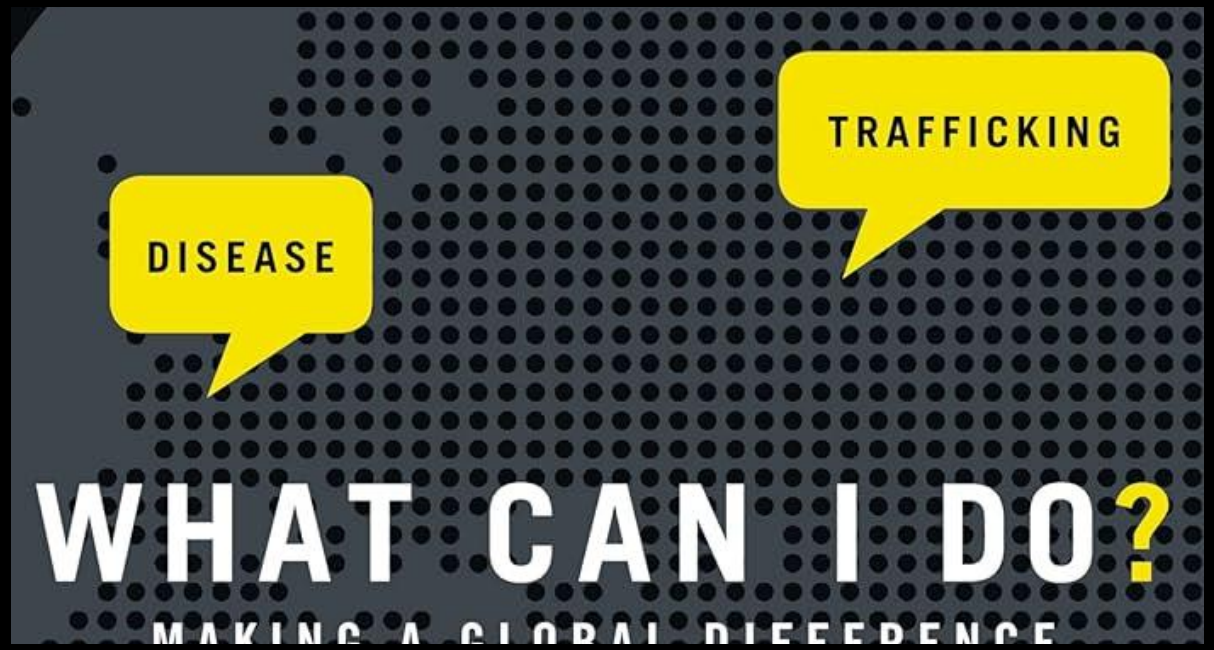


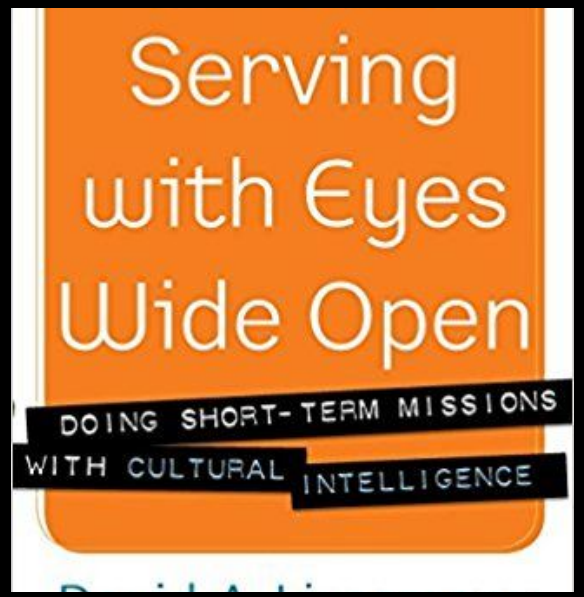
CROSS-CULTURAL COMMUNICATION

What could go wrong?



- High / Low Context
- Direct / Indirect
- Honor / Shame
- Speaker / Listener
- Time
- Self
- Control
- Power









DAVID LIVERMORE



