

Introducing the Lewis Model and CultureActive

a web-based learning resource



Introduction

What is Culture?

The Layers of
Culture

Cross-cultural
Misunderstanding

The Lewis Model

Putting the Model
into Practice

Cultural behavior is the end product of collected wisdom, filtered and passed down through hundreds of generations as shared core beliefs, values, assumptions, notions, and persistent action patterns.



Culture is a collective programming of the mind that distinguishes the members of one human group from another.



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The Iceberg of Culture

Arts

Food

Fashion

Mass Media

Behaviors

social norms
rituals and taboos

Communication Patterns

speech styles
non-verbal communication
listening habits
audience expectations

Use of Space and Time

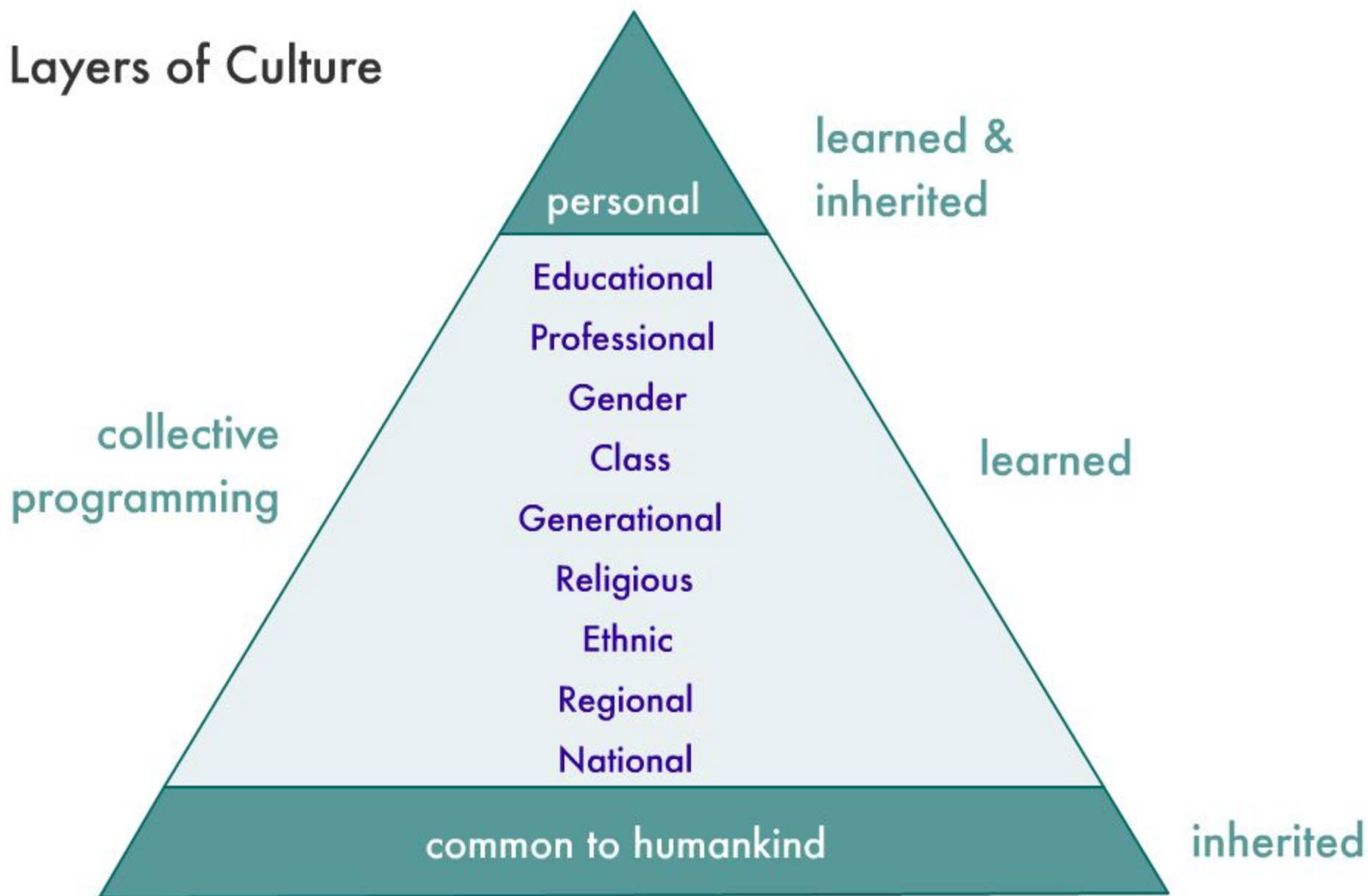
interpersonal distance
silence
eye contact

Values

national characteristics
attitudes and world views



The Layers of Culture

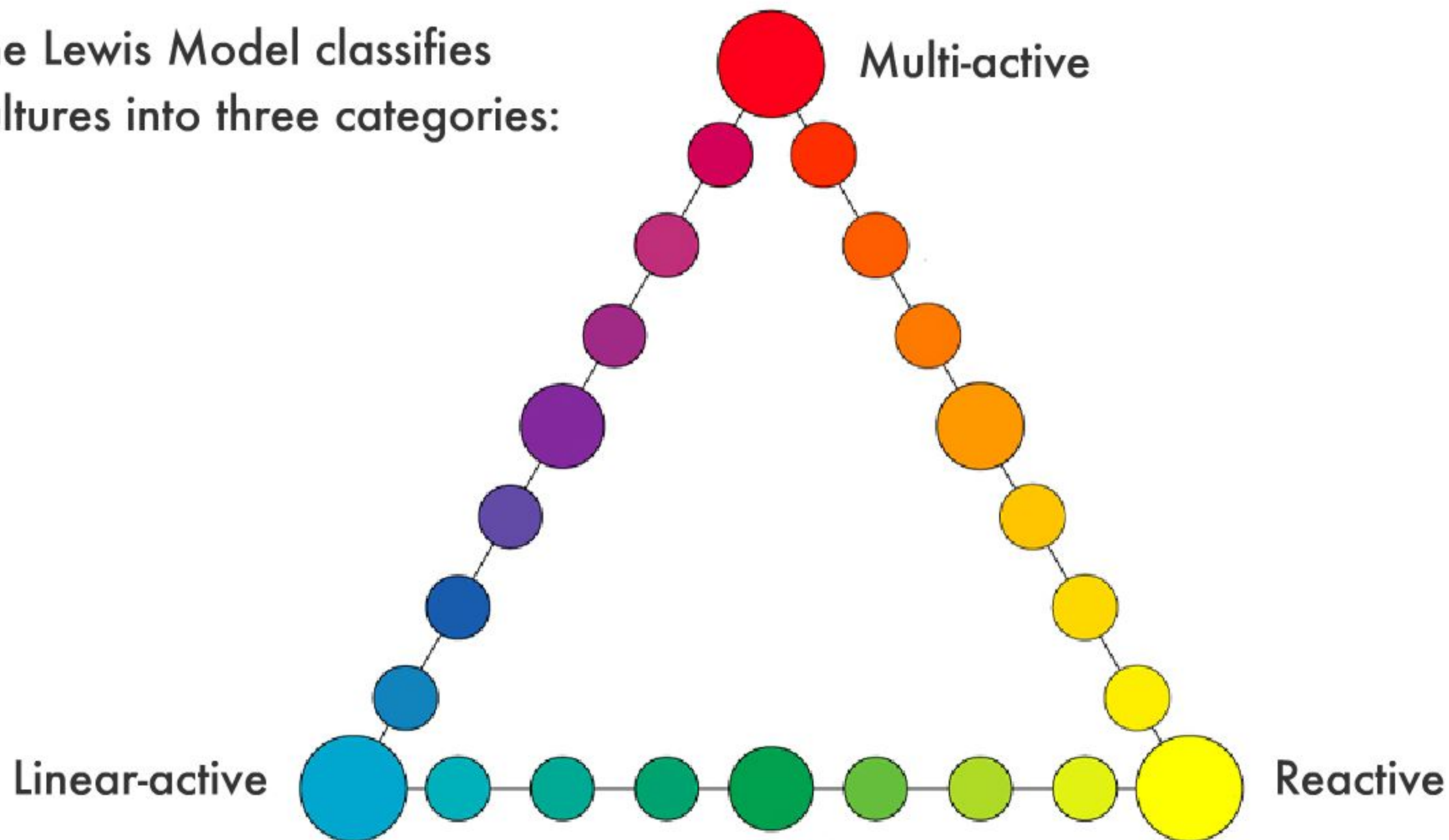


Areas of Cross-cultural Misunderstanding

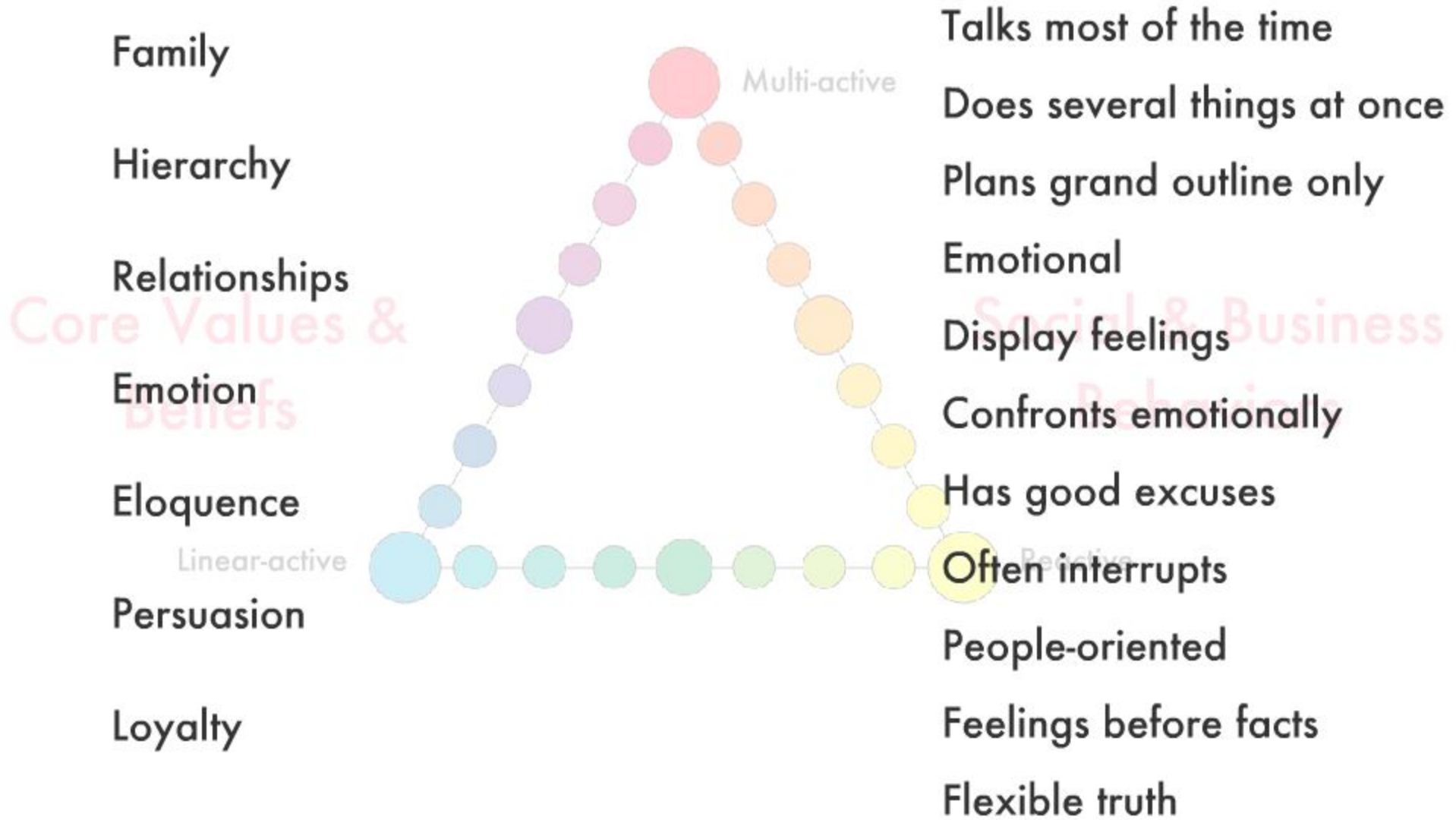
- Values
 - core beliefs
 - national characteristics
 - attitudes and world view
- Communication Patterns
 - speech styles
 - listening habits
- Concept of Space
- Concept of Time



The Lewis Model classifies cultures into three categories:



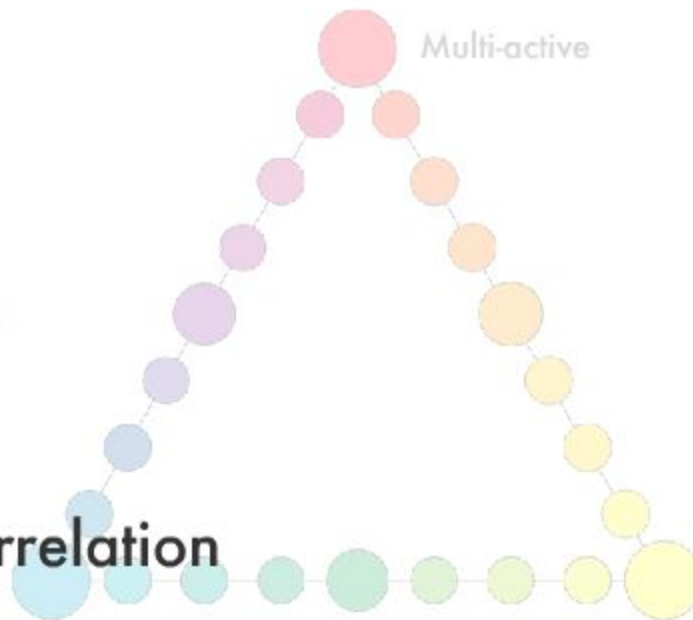
 Multi-active chief characteristics:





Linear-active chief characteristics:

Facts
 Planning
 Products
 Time-lines
 Word-deed Correlation
 Institutions
 Law



Talks half the time
 Does one thing at a time
 Plans ahead step by step
 Polite but direct
 Partly conceals feelings
 Confronts with logic
 Dislikes losing face
 Rarely interrupts
 Job-oriented
 Sticks to facts
 Truth before diplomacy

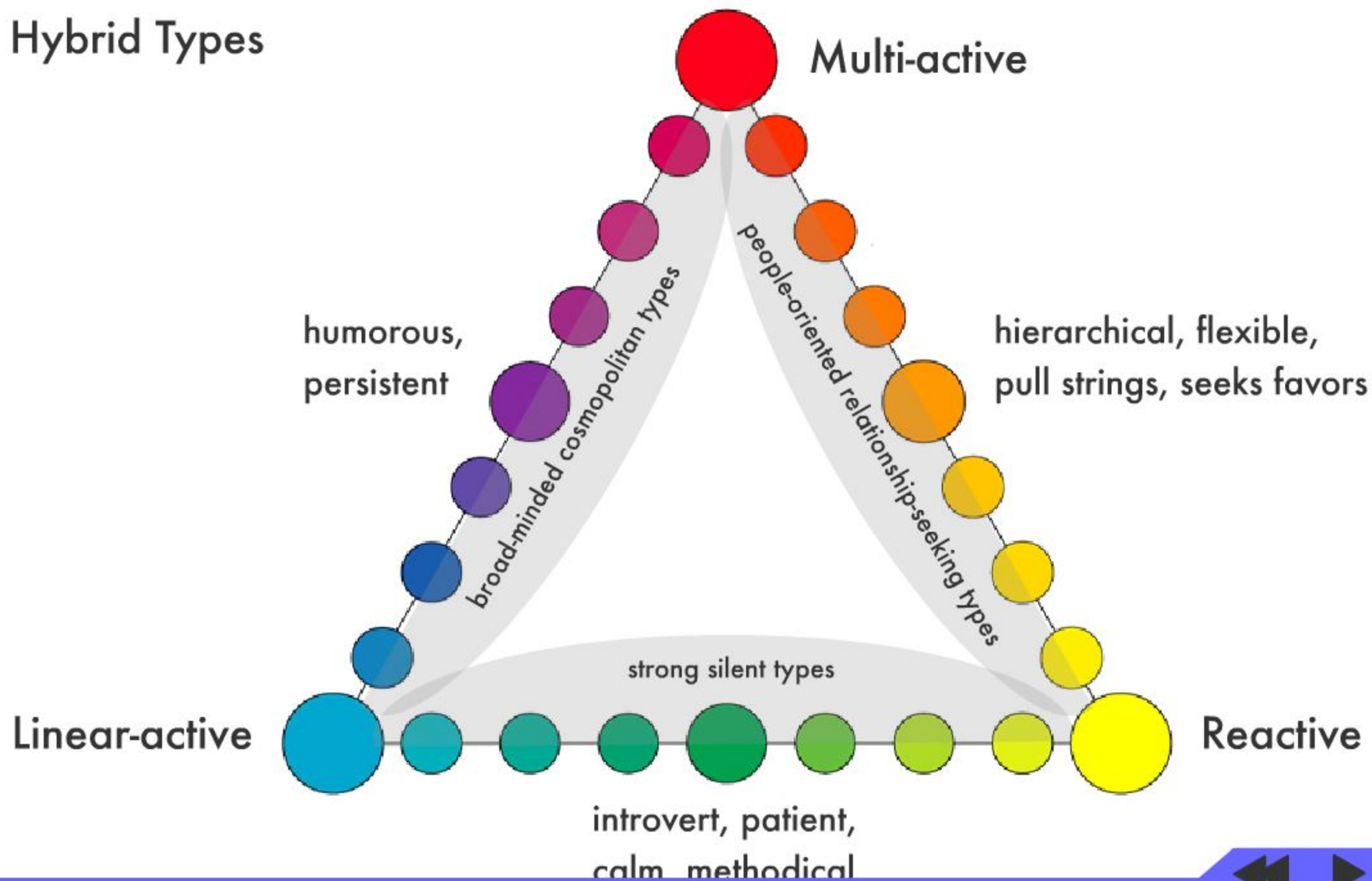




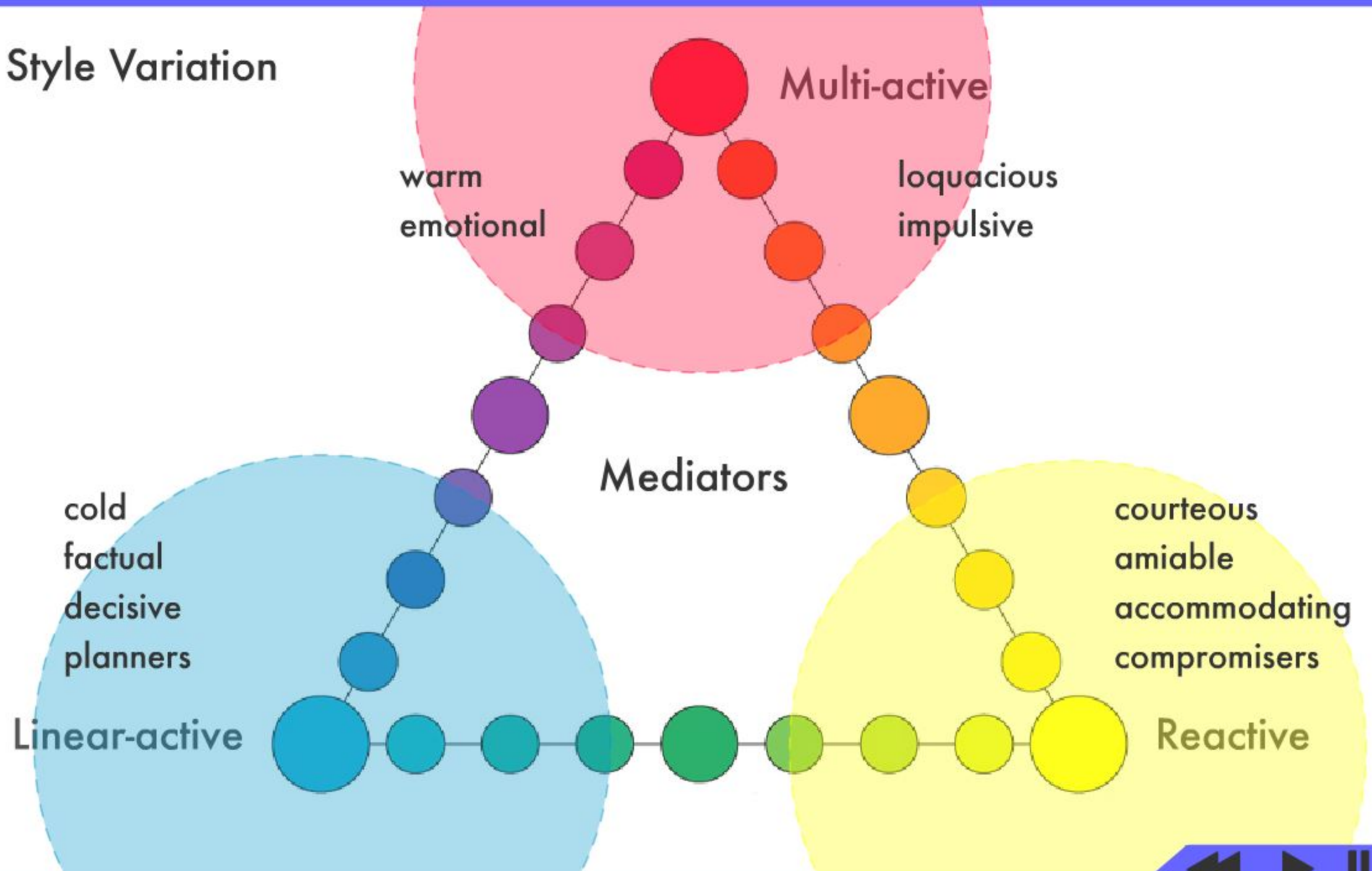
Reactive chief characteristics:



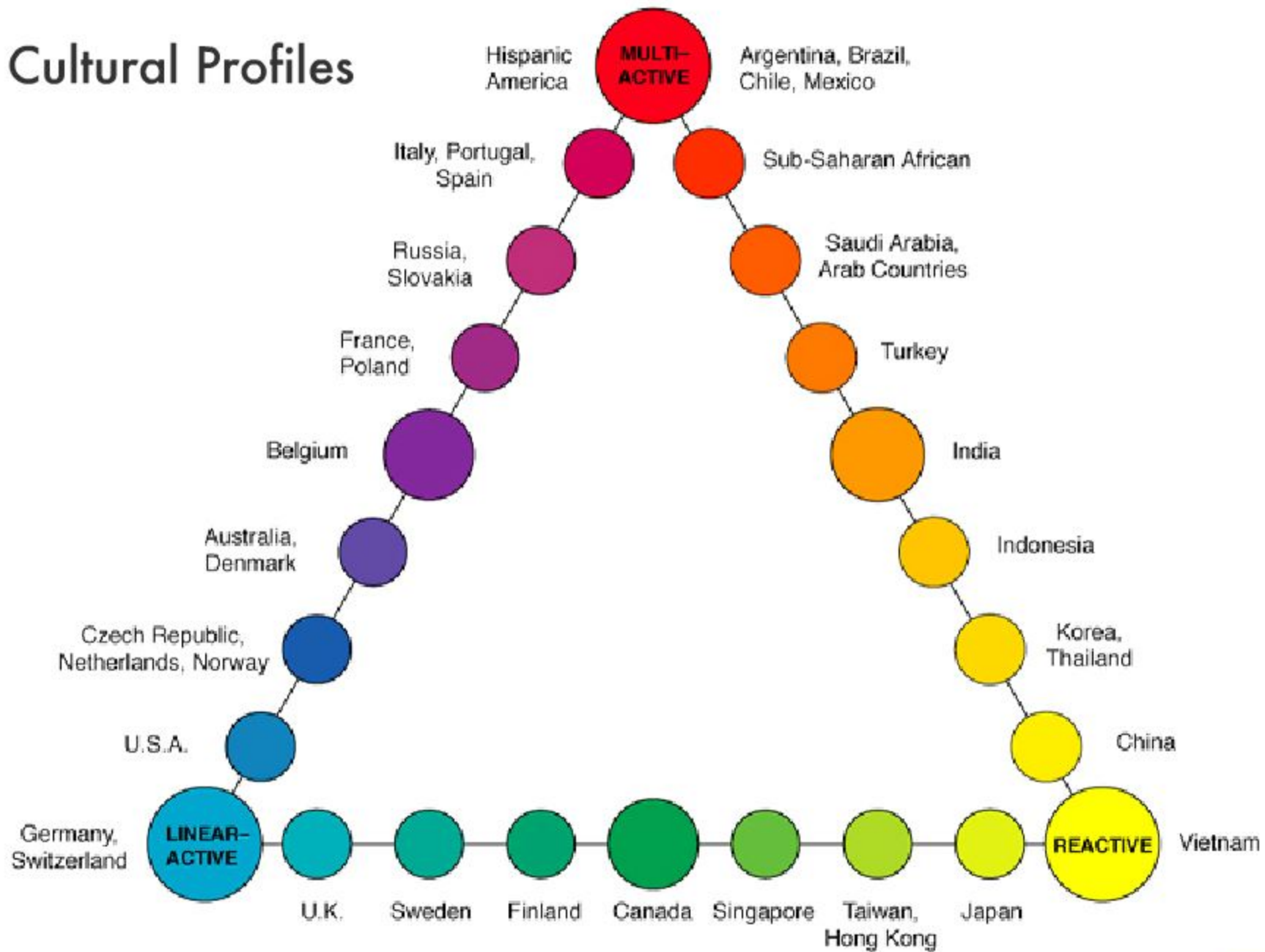
Hybrid Types



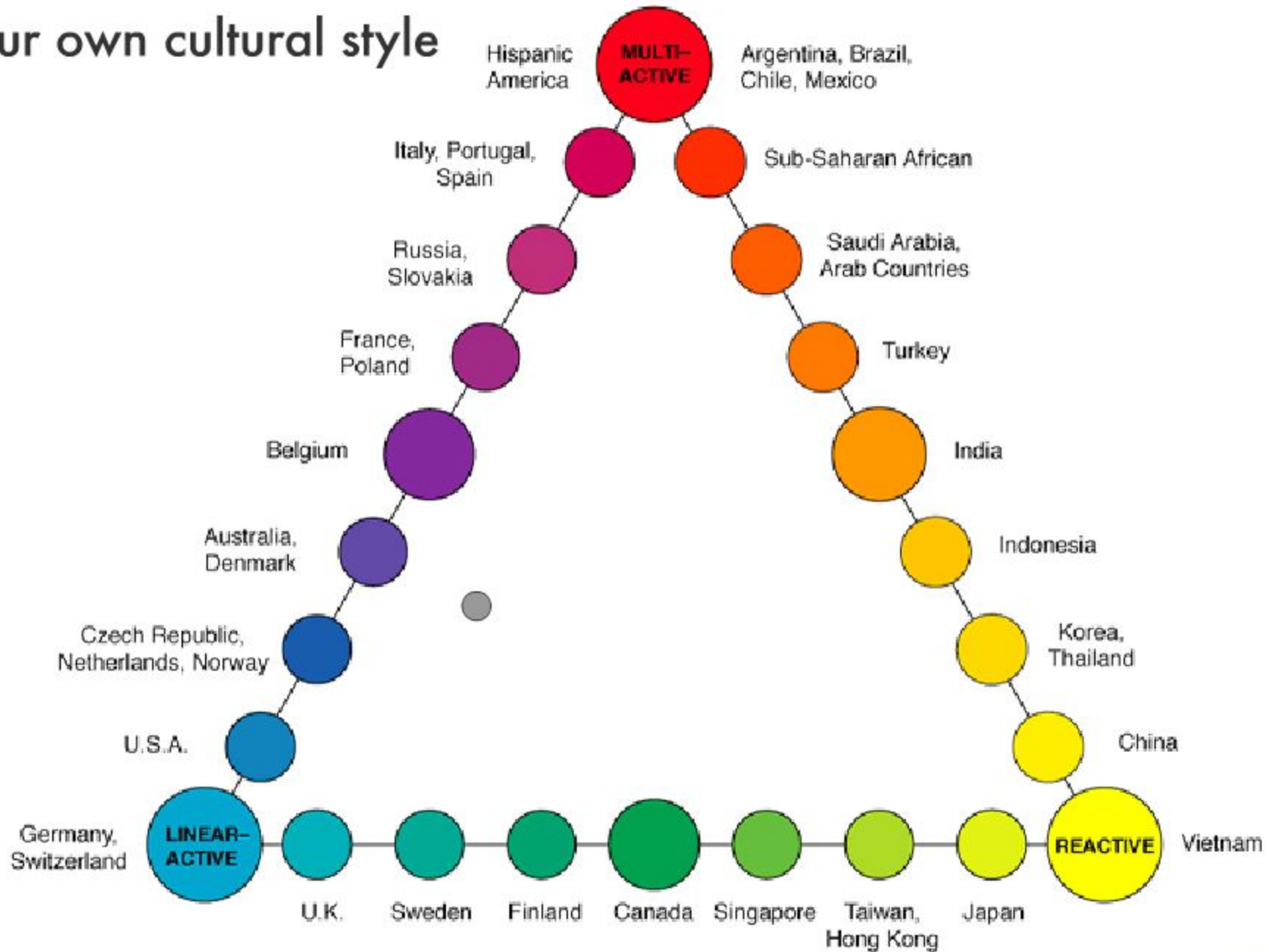
Style Variation



National Cultural Profiles



Find out your own cultural style



Then compare your style with those of your colleagues

