

Referent:

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Anlass: Workshop „Wie manage ich ein EU-Projekt?“



Handout: Lewis Modell (Quelle: crossculture.com)
zum Workshop-Thema „Interkulturelle Kommunikation“

Datum: 12. November 2014

Ort: Raum ‚Atelier‘ in der allynet GmbH in München

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.



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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



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What is Culture?

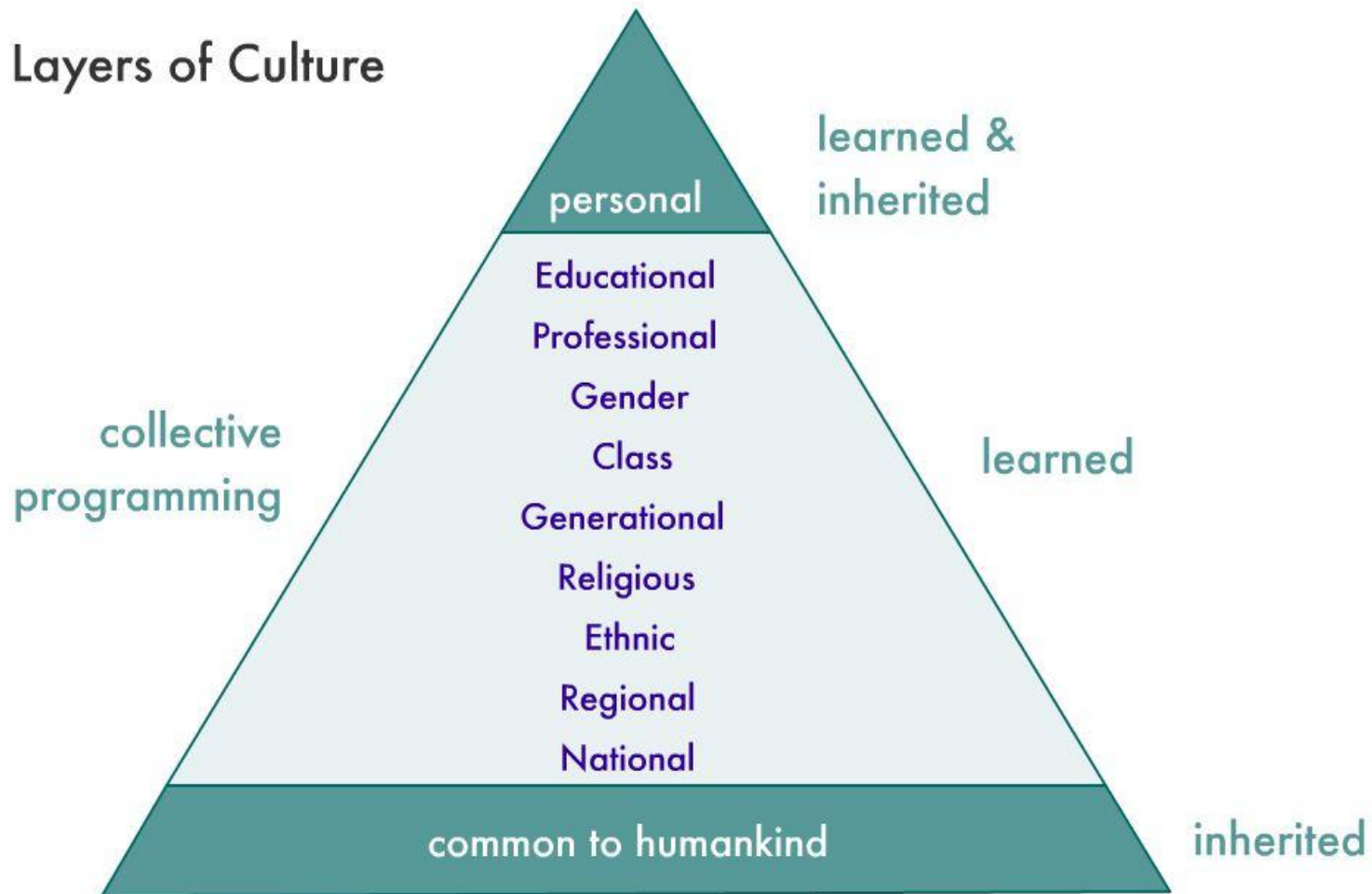
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The Layers of Culture



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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



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What is Culture?

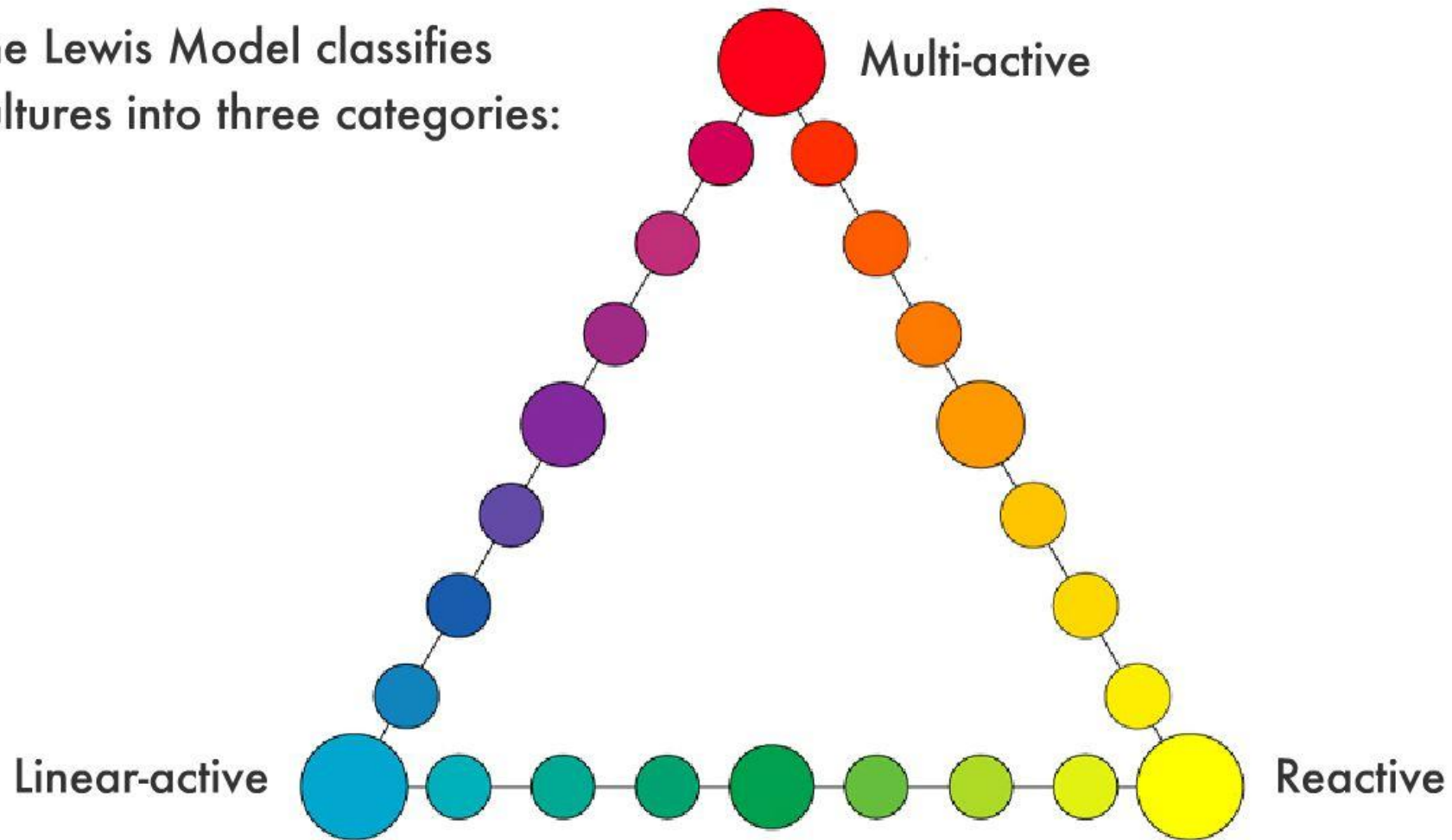
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The Lewis Model classifies cultures into three categories:



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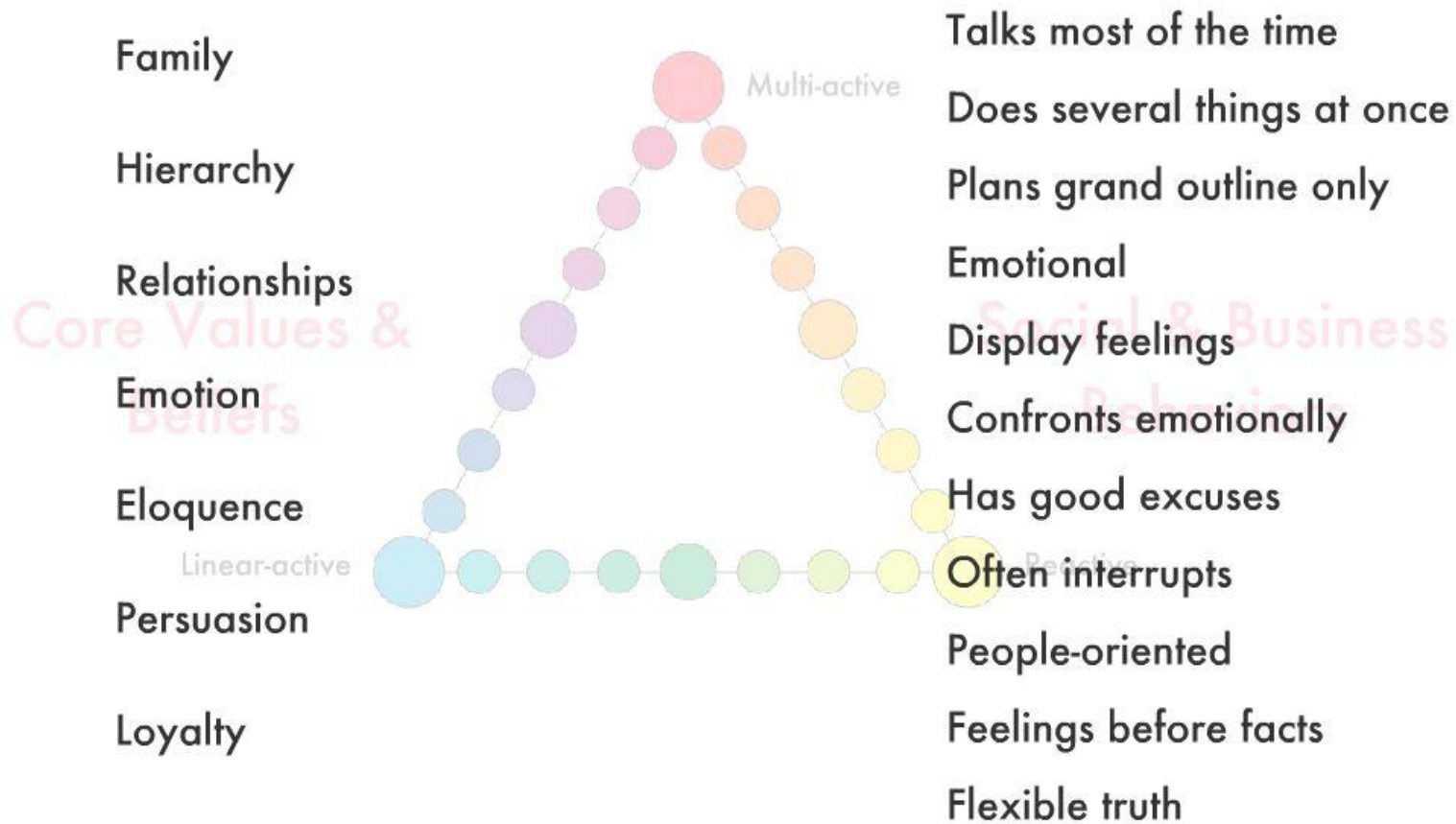
The Layers of Culture

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 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



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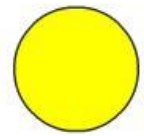
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Reactive chief characteristics:

Intuition

Courtesy

Network
Values &
Beliefs

Common Obligations

Collective Harmony

Face



- Listens most of the time
- Reacts to partner's action
- Looks at general principles
- Polite and indirect
- Conceals feelings
- Never confronts
- Must not lose face
- Doesn't interrupt
- Very people-oriented
- Statements are promises
- Diplomacy before truth



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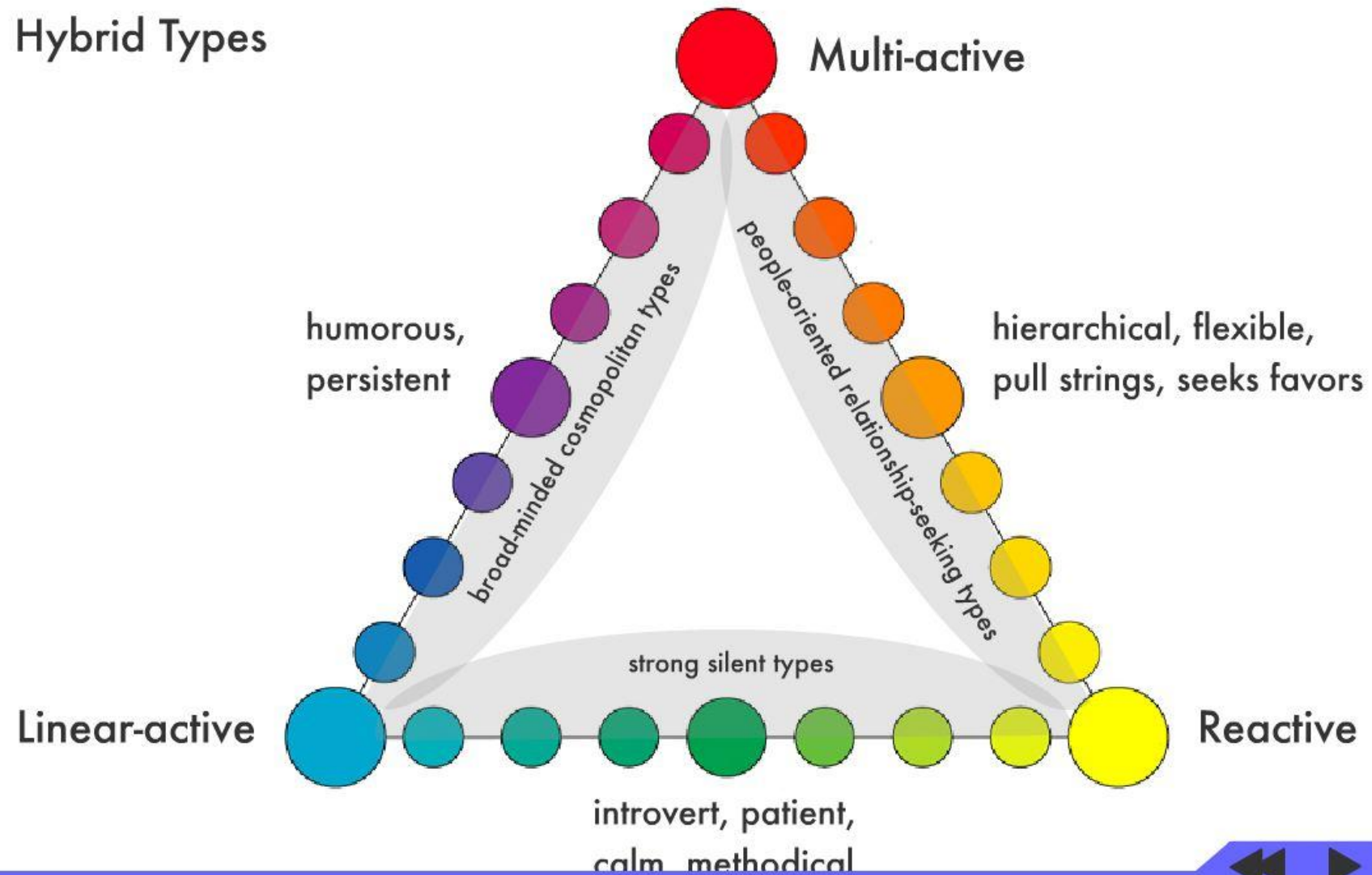
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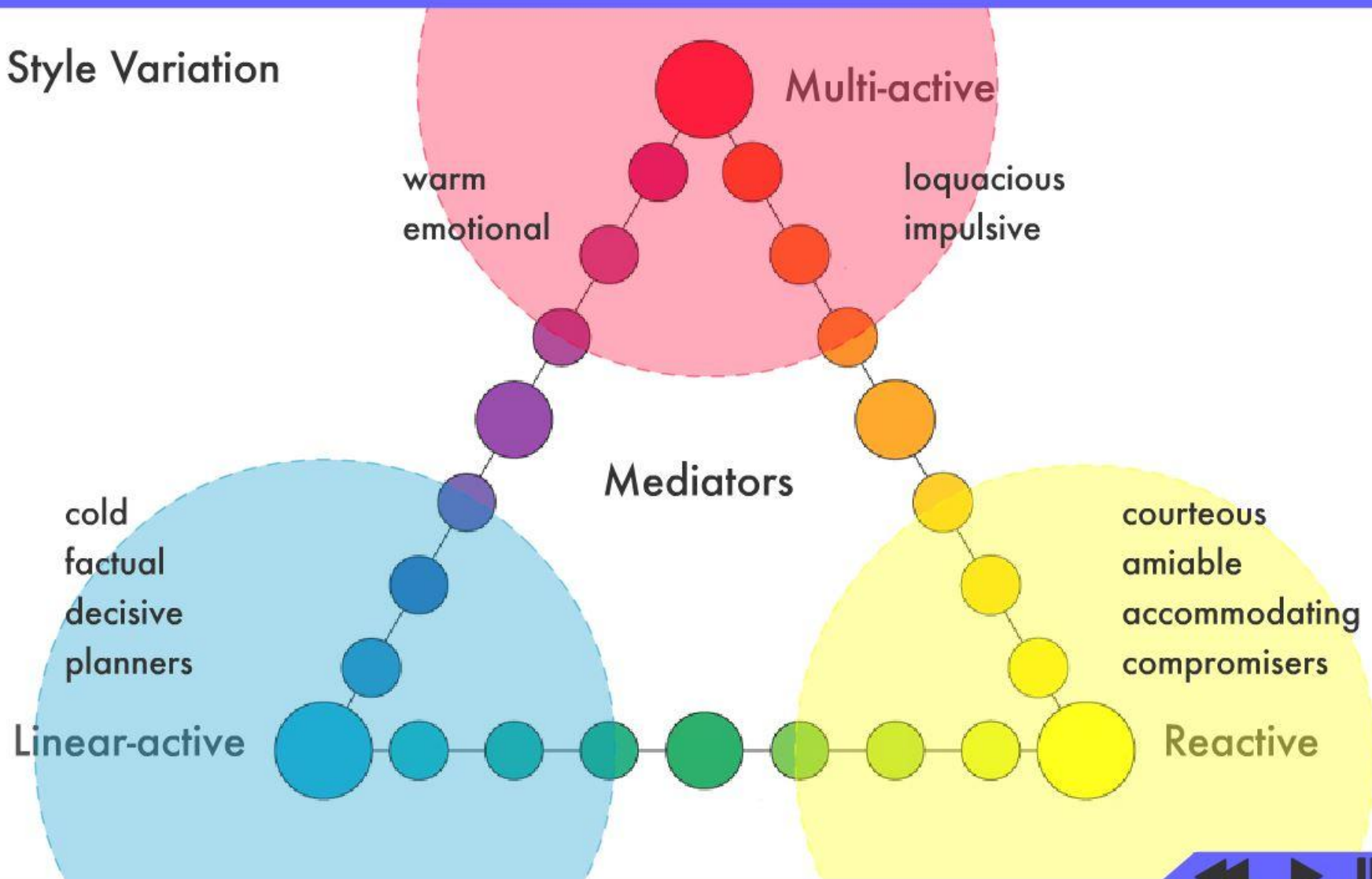
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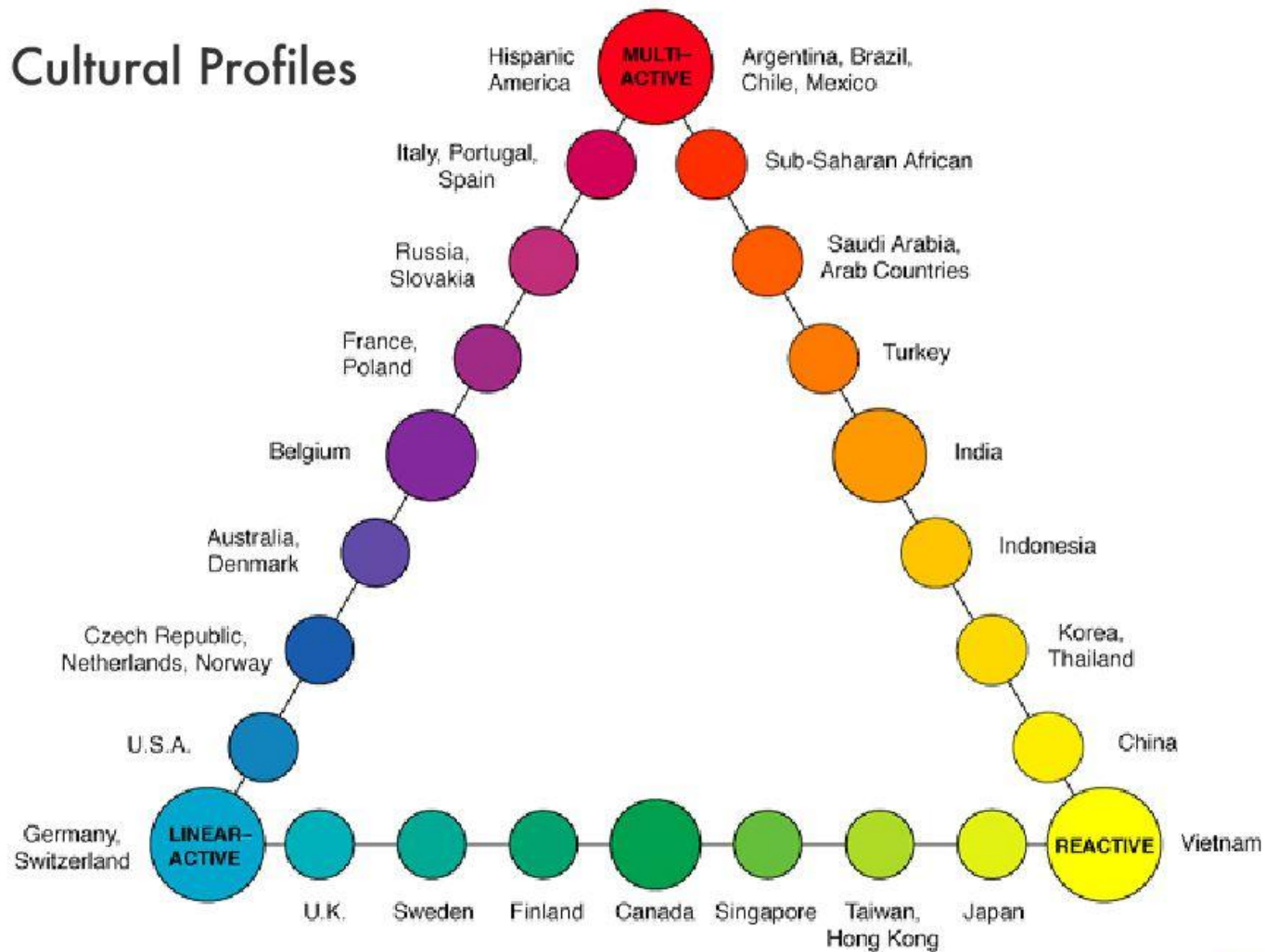
Hybrid Types



Style Variation



National Cultural Profiles



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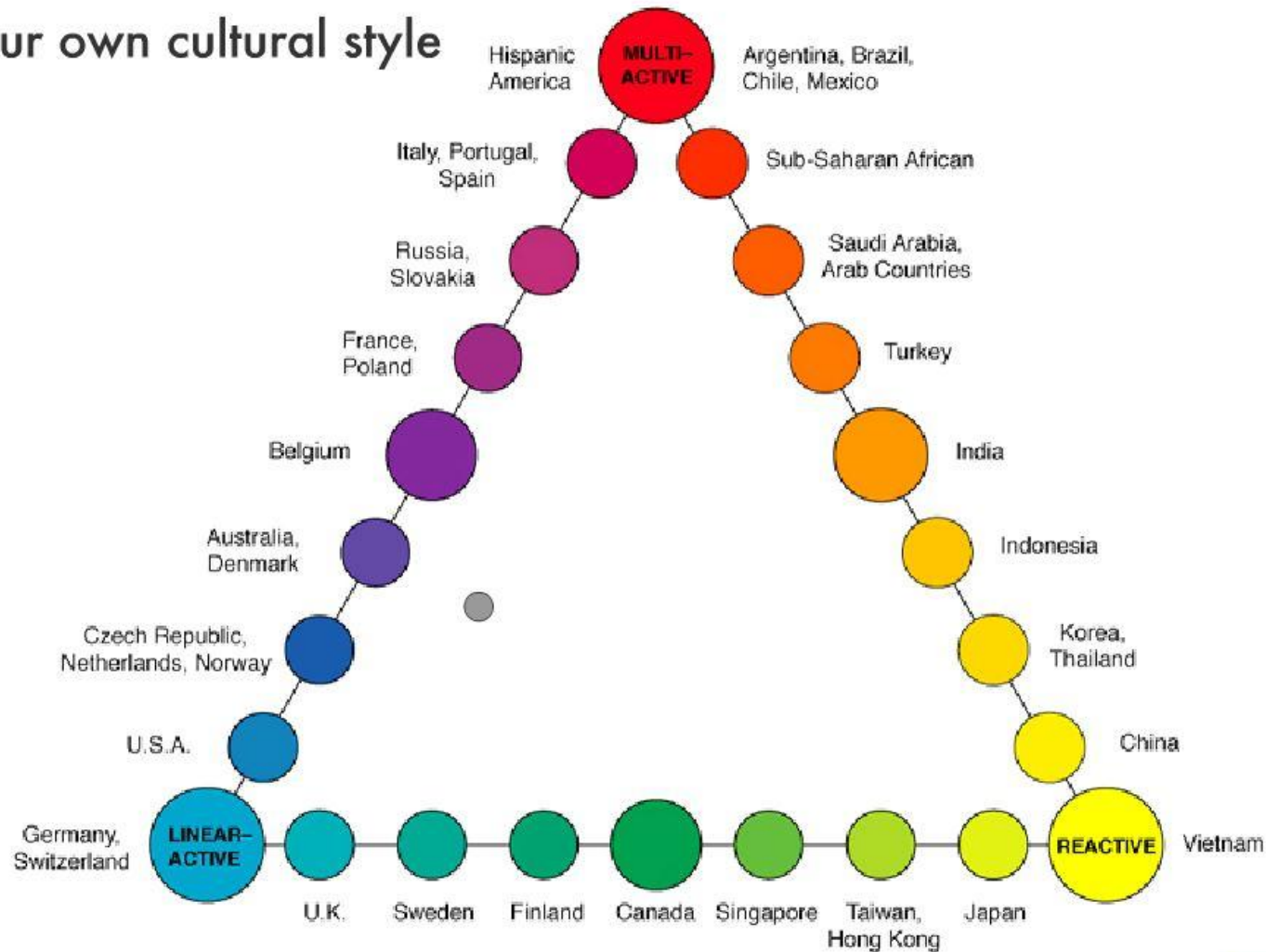
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Find out your own cultural style



Then compare your style with those of your colleagues

