

Referent:

Thomas Eigner

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



Bayerische
Forschungsallianz

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.



Introduction

What is Culture?

The Layers of
Culture

Cross-cultural
Misunderstanding

The Lewis Model

Putting the Model
into Practice

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



Introduction

What is Culture?

The Layers of
Culture

Cross-cultural
Misunderstanding

The Lewis Model

Putting the Model
into Practice

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



Introduction

What is Culture?

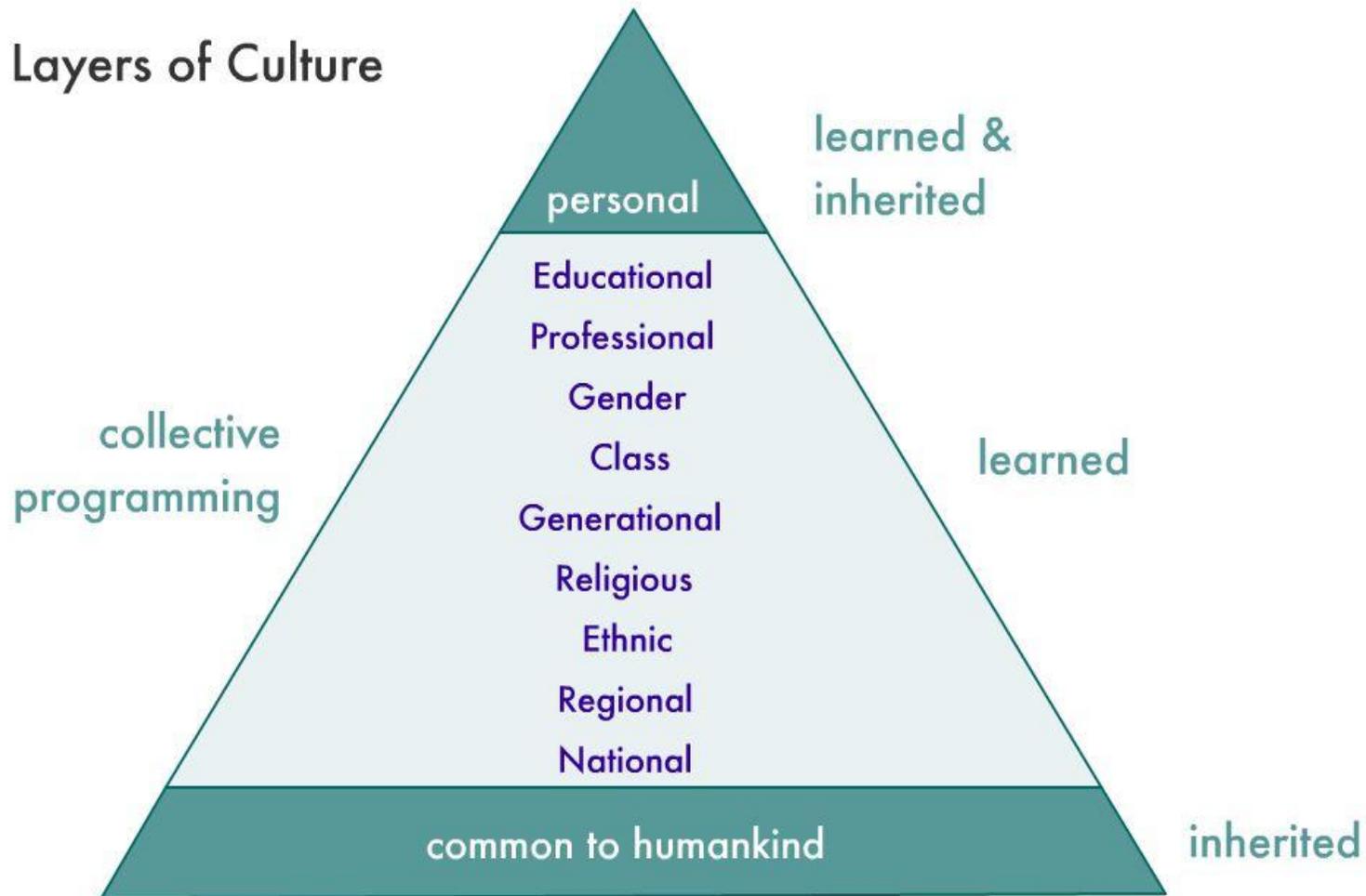
The Layers of
Culture

Cross-cultural
Misunderstanding

The Lewis Model

Putting the Model
into Practice

The Layers of Culture



Introduction

What is Culture?

The Layers of Culture

Cross-cultural Misunderstanding

The Lewis Model

Putting the Model into Practice

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



Introduction

What is Culture?

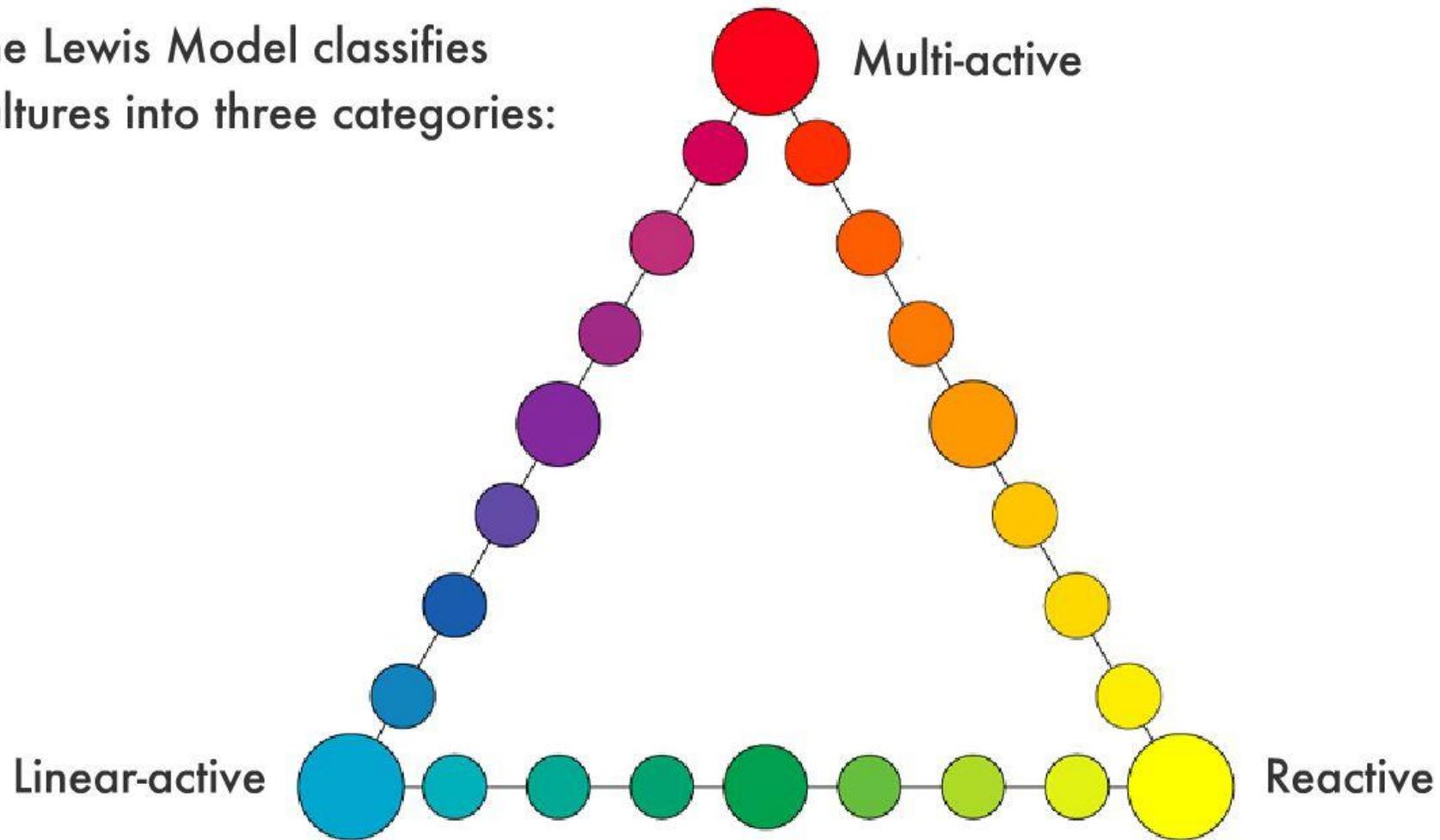
The Layers of
Culture

Cross-cultural
Misunderstanding

The Lewis Model

Putting the Model
into Practice

The Lewis Model classifies cultures into three categories:



Introduction

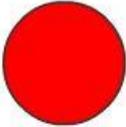
What is Culture?

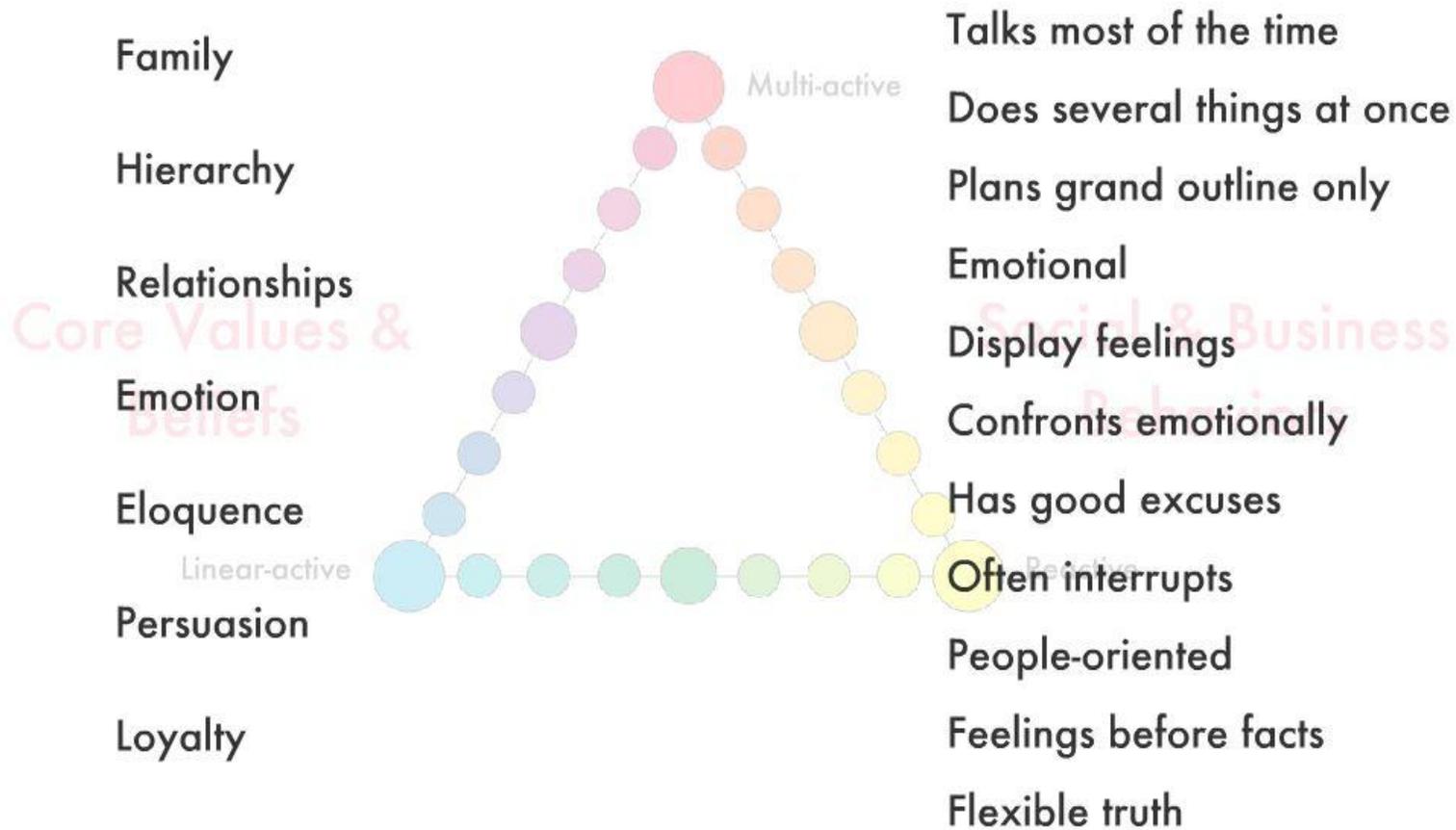
The Layers of Culture

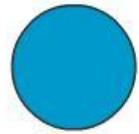
Cross-cultural Misunderstanding

The Lewis Model

Putting the Model into Practice

 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



Introduction

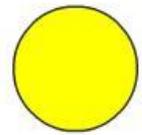
What is Culture?

The Layers of
Culture

Cross-cultural
Misunderstanding

The Lewis Model

Putting the Model
into Practice



Reactive chief characteristics:

Intuition

Courtesy

Network
Values &
Beliefs

Common Obligations

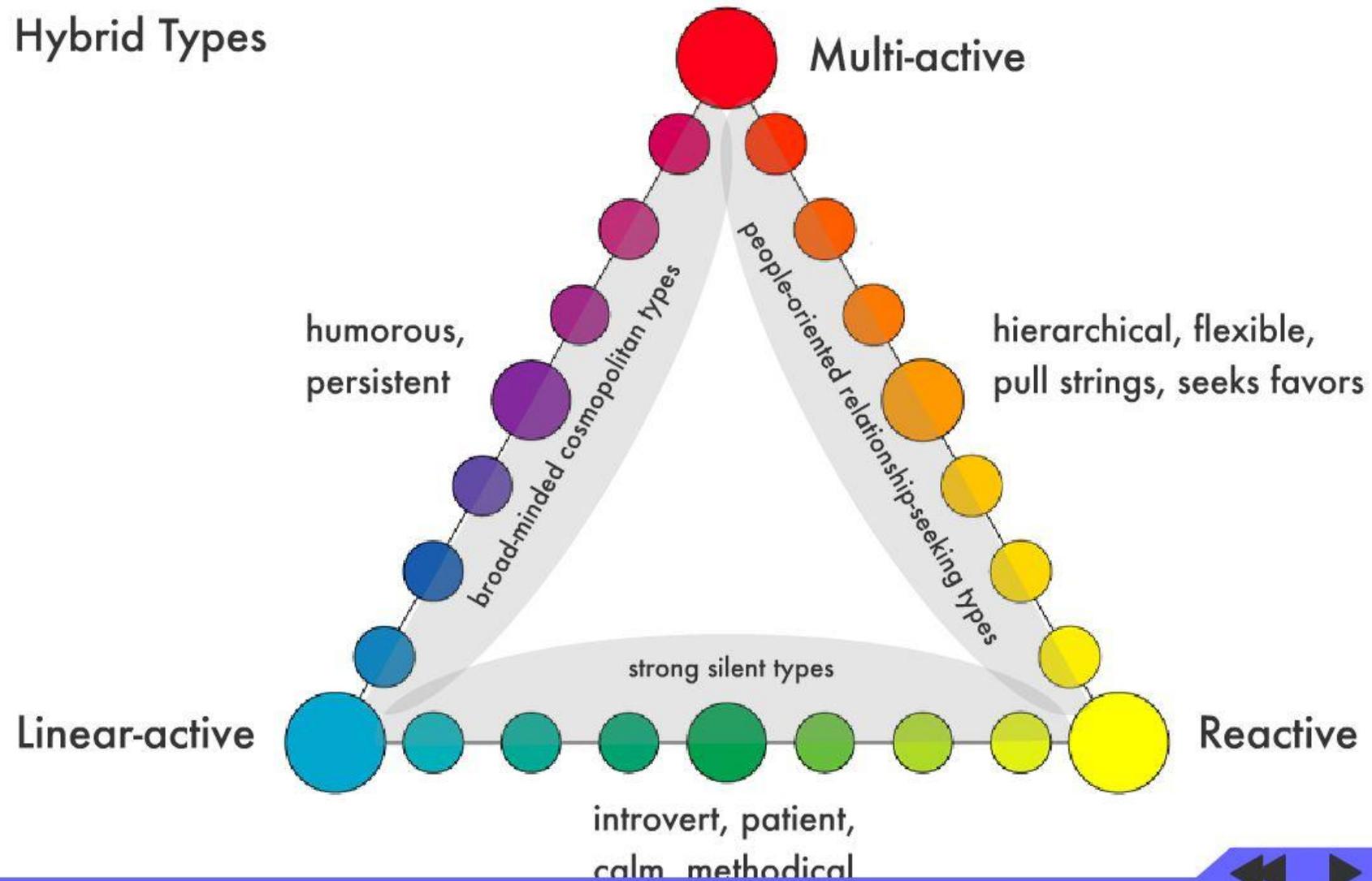
Collective Harmony

Face

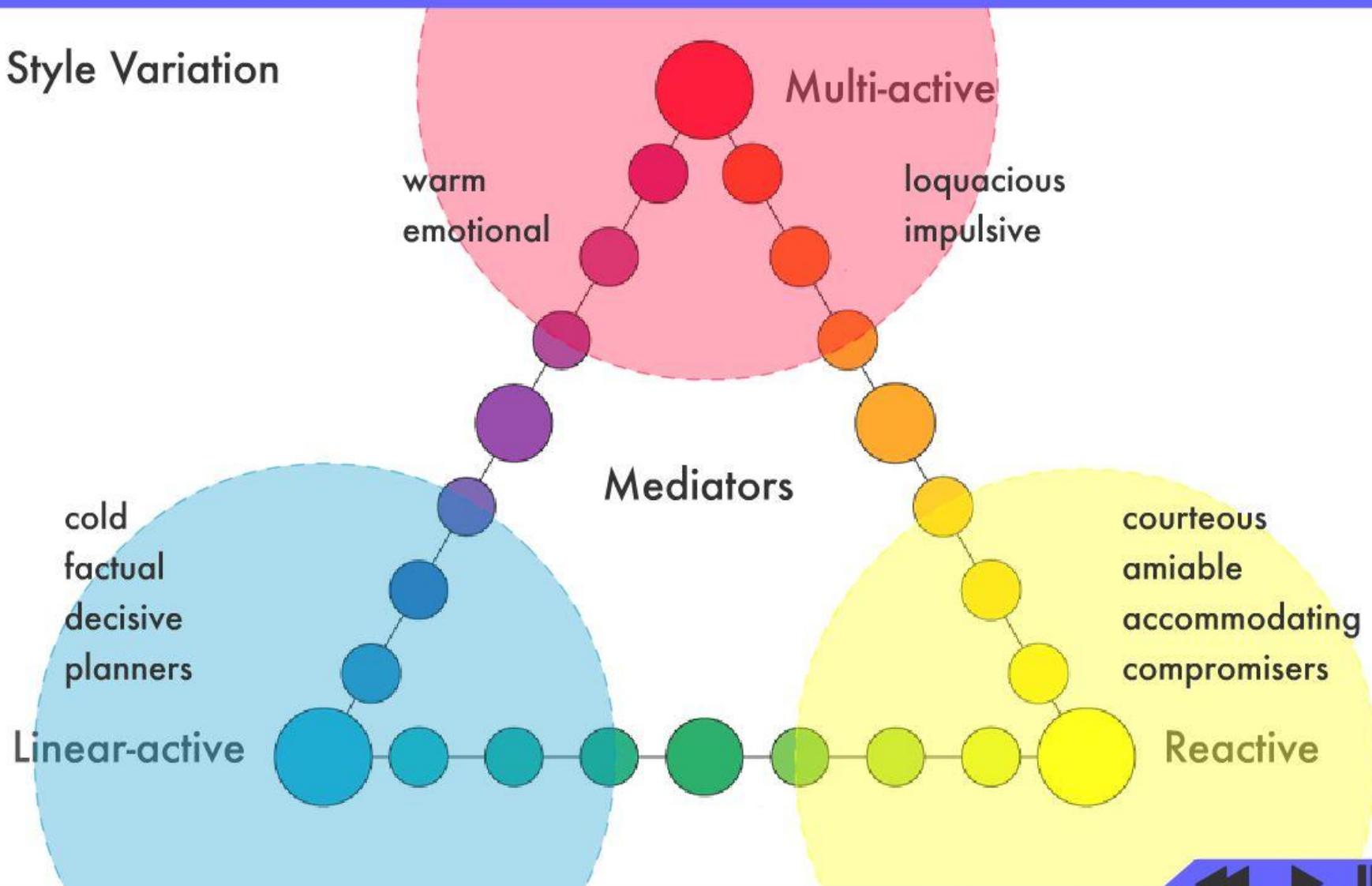
- Listens most of the time
- Reacts to partner's action
- Looks at general principles
- Polite and indirect
- Conceals feelings
- Never confronts
- Must not lose face
- Doesn't interrupt
- Very people-oriented
- Statements are promises
- Diplomacy before truth



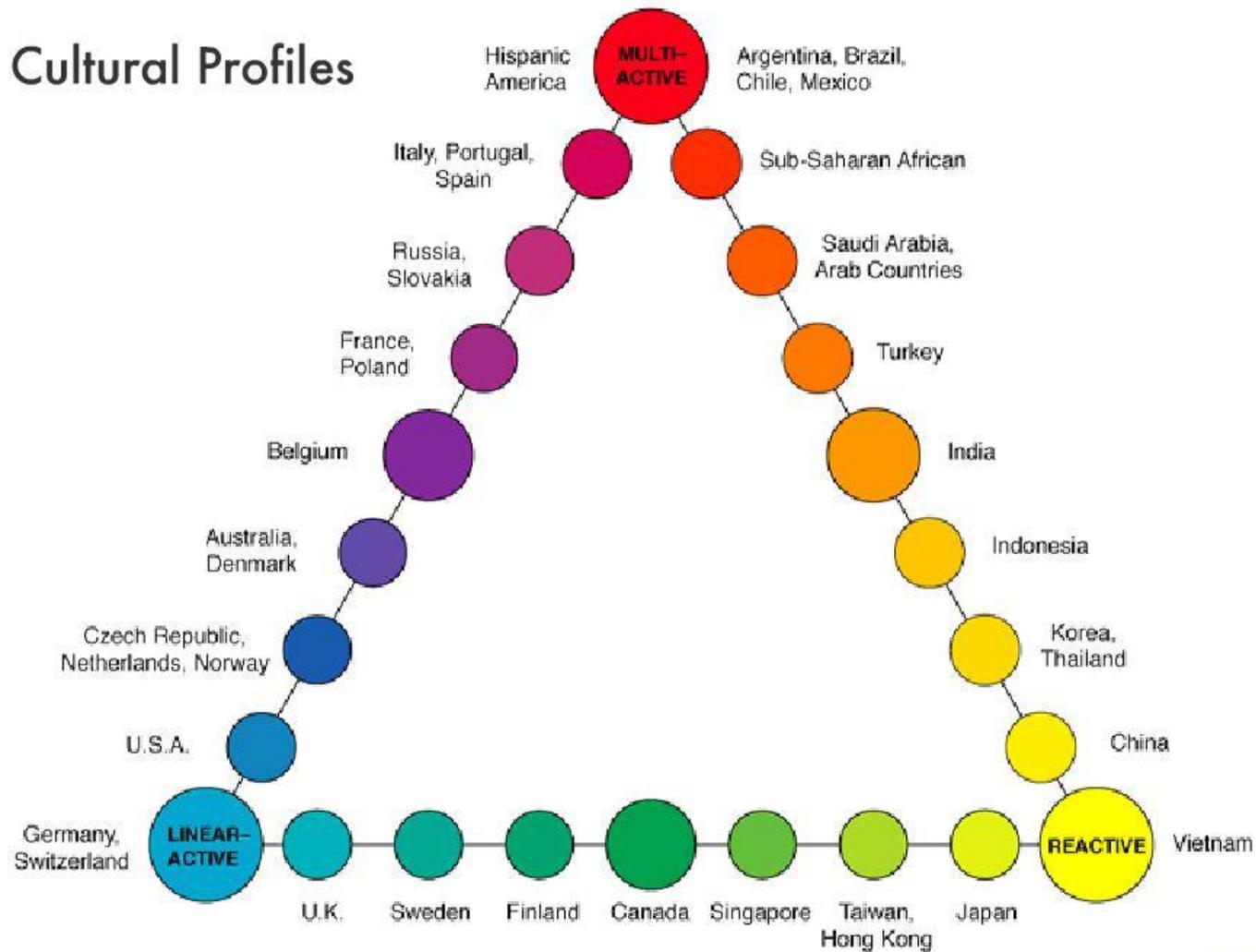
Hybrid Types



Style Variation



National Cultural Profiles



Introduction

What is Culture?

The Layers of Culture

Cross-cultural Misunderstanding

The Lewis Model

Putting the Model into Practice

Then compare your style with those of your colleagues

