

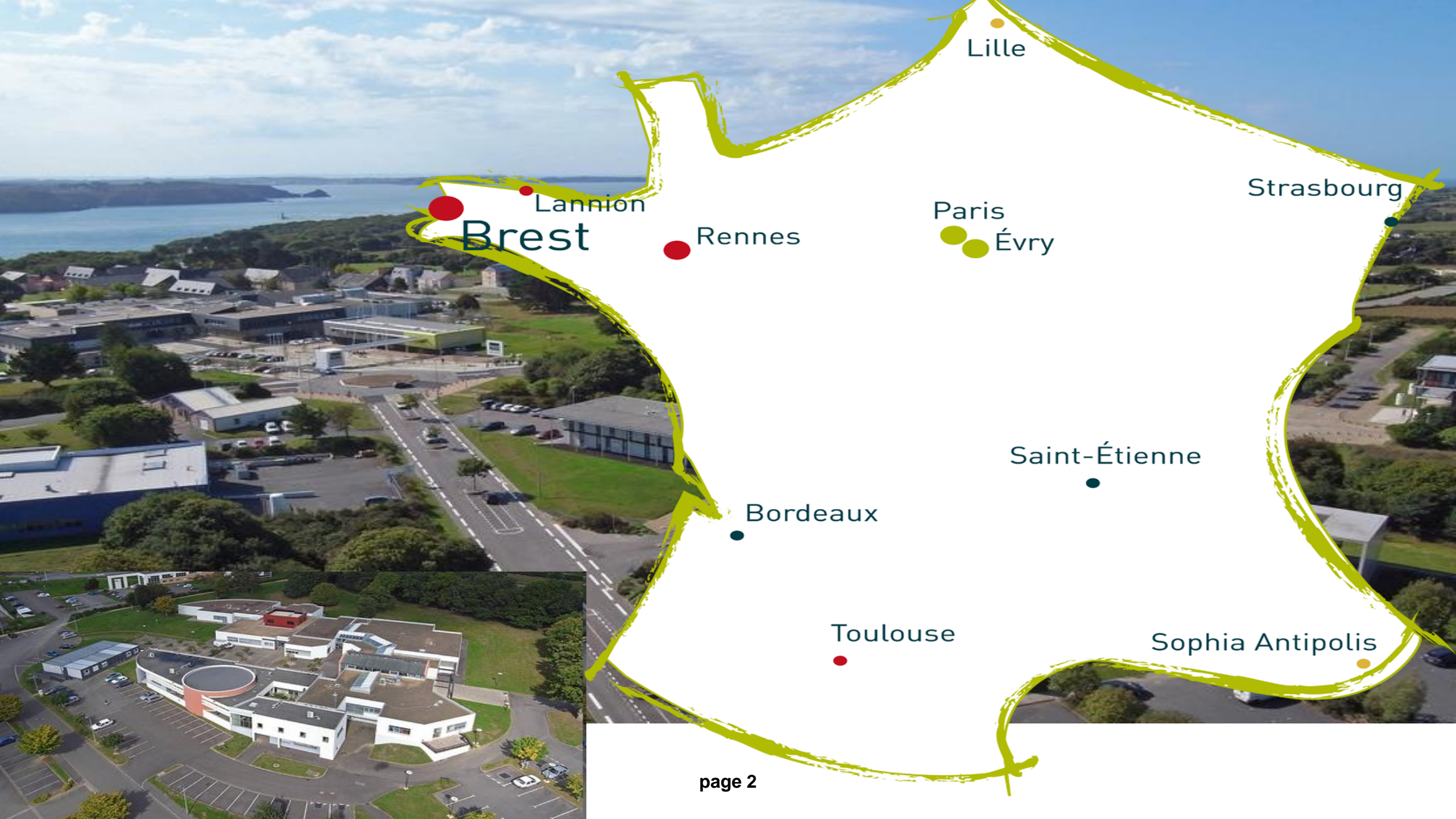
# Intercultural communication and collaboration

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IMT Atlantique, campus de Brest  
Department of Languages and International Culture  
France

May 2019, Valencia



Lille

Strasbourg

Paris  
Évry

Saint-Étienne

Sophia Antipolis

Toulouse

Bordeaux

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Brest

# Main Objectives

- Develop cultural awareness of own and other cultures
- Develop communication skills for working in an international context
- Develop knowledge and skills in order to work with multicultural teams locally and at a distance

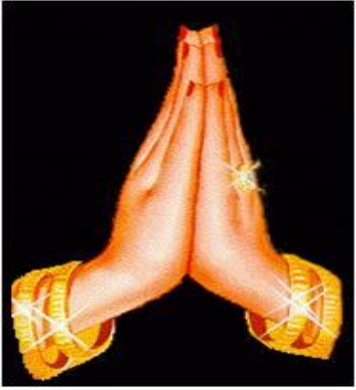
# Lecture outline

- Ice breaker
- Cultural dimensions – proxemics - Hall & Hall
- The cultural iceberg metaphor
- Cultural spectacles & perception
- Cultural diversity in the work place – the international entrepreneur
- Cultural dimensions - Hofstede
- Underlying values of cultures

# CHATTER

**In groups of three, start or join conversations, changing groups as often as possible, but sticking to the secret instructions on your cards.**





# Greetings



- Get into twos or threes with someone from the same culture
- Greet them in a formal way & an informal way
- Observe the others
- Find a partner from another culture and practice greetings in both languages
- What are the differences & similarities?



# Hall: Proxemics

- Anthropologist - work with Navajo, Hopi and US army
- With M. Hall, founder of the study of intercultural communication
- Human use of time, space (proxemics) and context
- Proxemics: The study of how man unconsciously structures microspace- the distance between men in the conduct of daily transactions, the organization of space in his houses and buildings, and ultimately the layout of his towns. (Hall, 1963, 1990)

Edward T. Hall, 1963, 1990 The Hidden Dimension

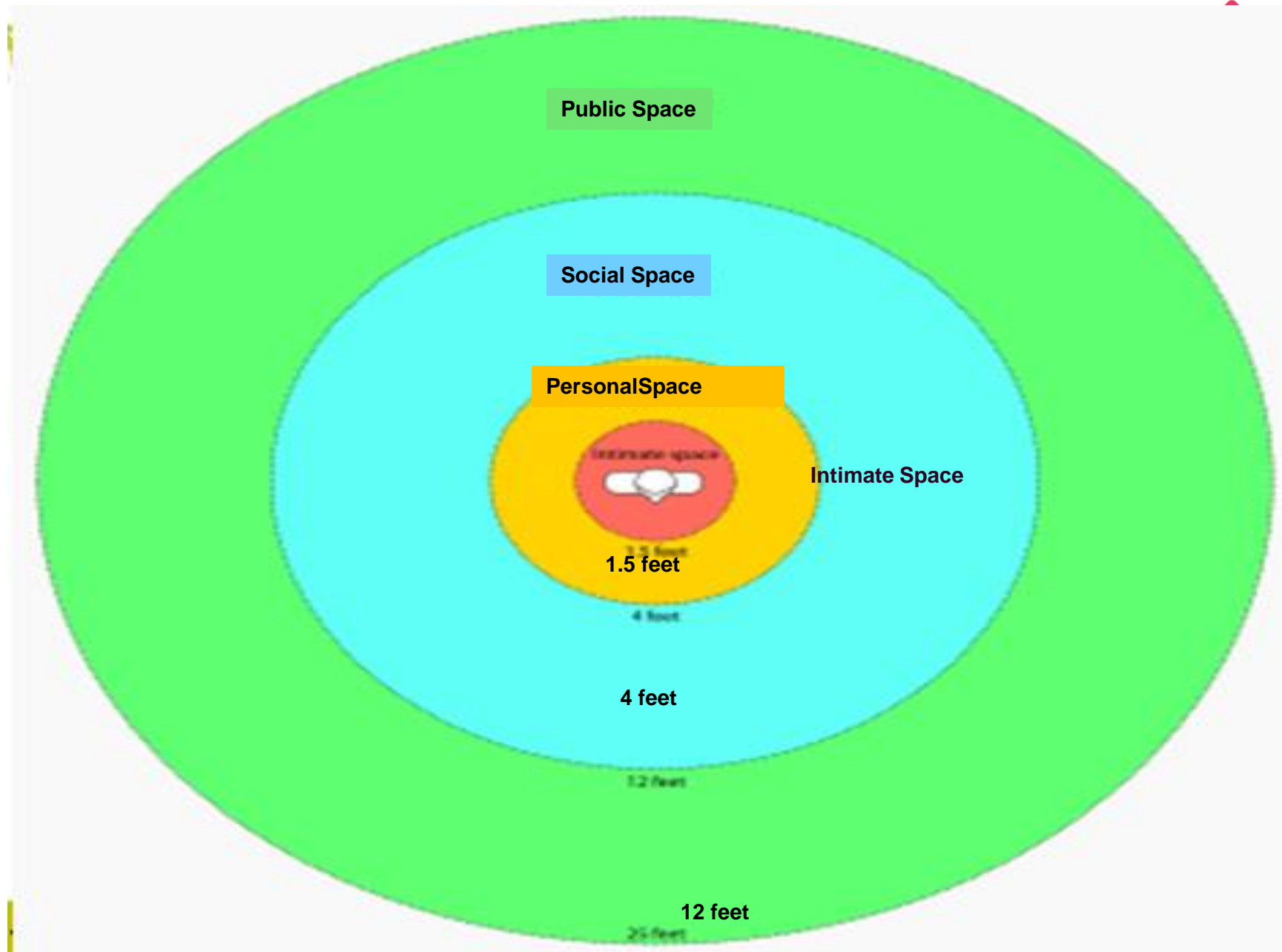
# Hall: Proxemics



- Hall & Hall observed that Americans tried to maintain a social distance of between 4 & 7 feet, whereas in many parts of Europe the distance is between 2 and 3.5 feet
- With some exceptions .....







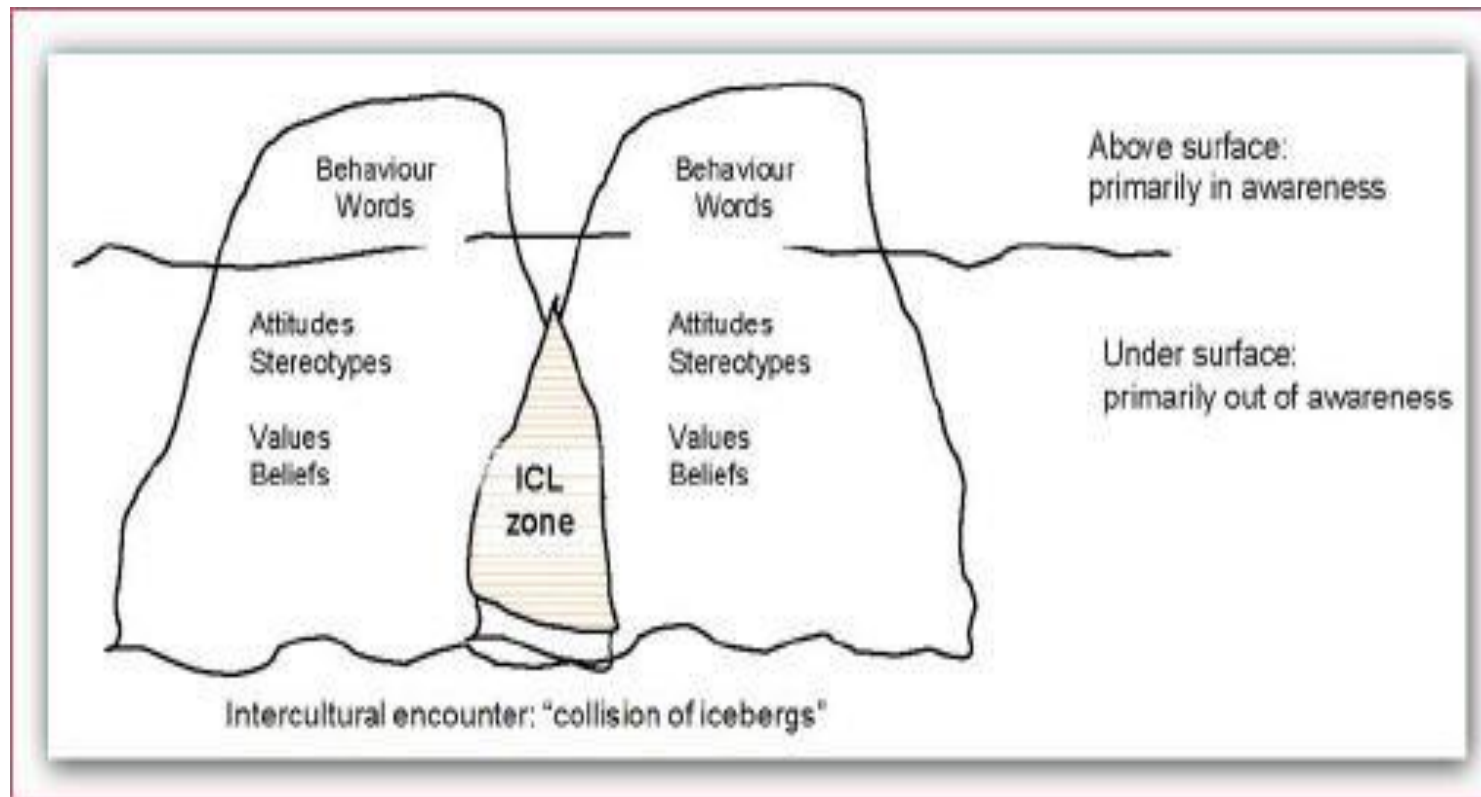
# The Iceberg Model



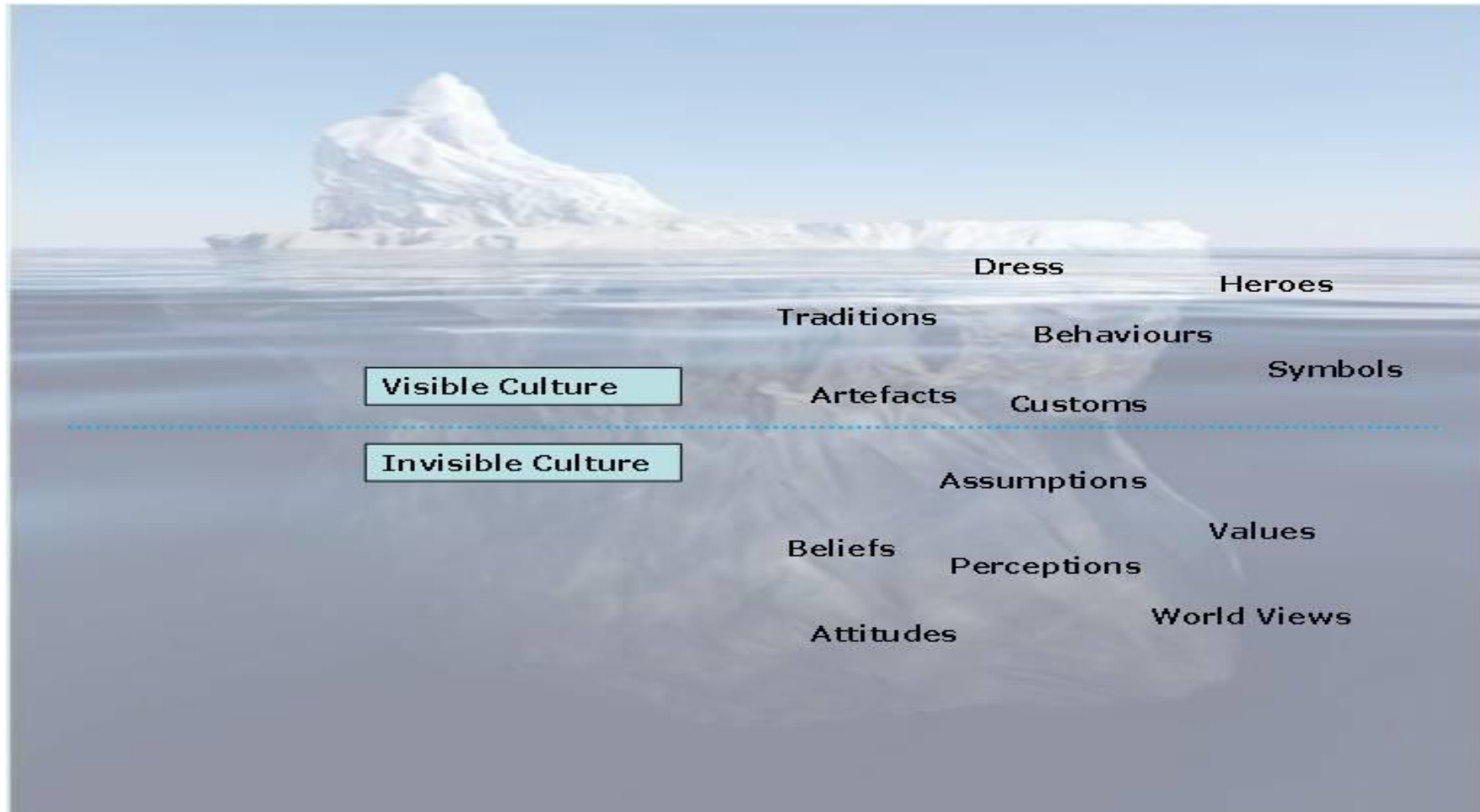
# The Iceberg Model



## Iceberg analogy of cultural items



# Iceberg



# Cultural Spectacles

“We all view the world through our own cultural glasses.” *Geert Hofstede*



Intercultural competence means becoming aware  
of this!

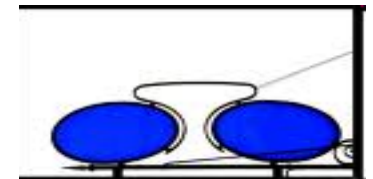
# Cultural spectacles



- Once upon a time, there was a girl named Mari, who lived in a small country called Marila. The special thing about Marila was, that every citizen was born with an implanted set of spectacles with yellow glasses. These spectacles made everything Mari could see appear in a friendly yellow, but she couldn't take off her spectacles.

# Cultural spectacles

- One day she decided to live for a while in the neighbour country called Azuro. The Azurans as well were born with implanted spectacles, but with blue glasses! Because of the different colour of their spectacles, Mari saw things differently than the Azurans - yellow instead of blue.





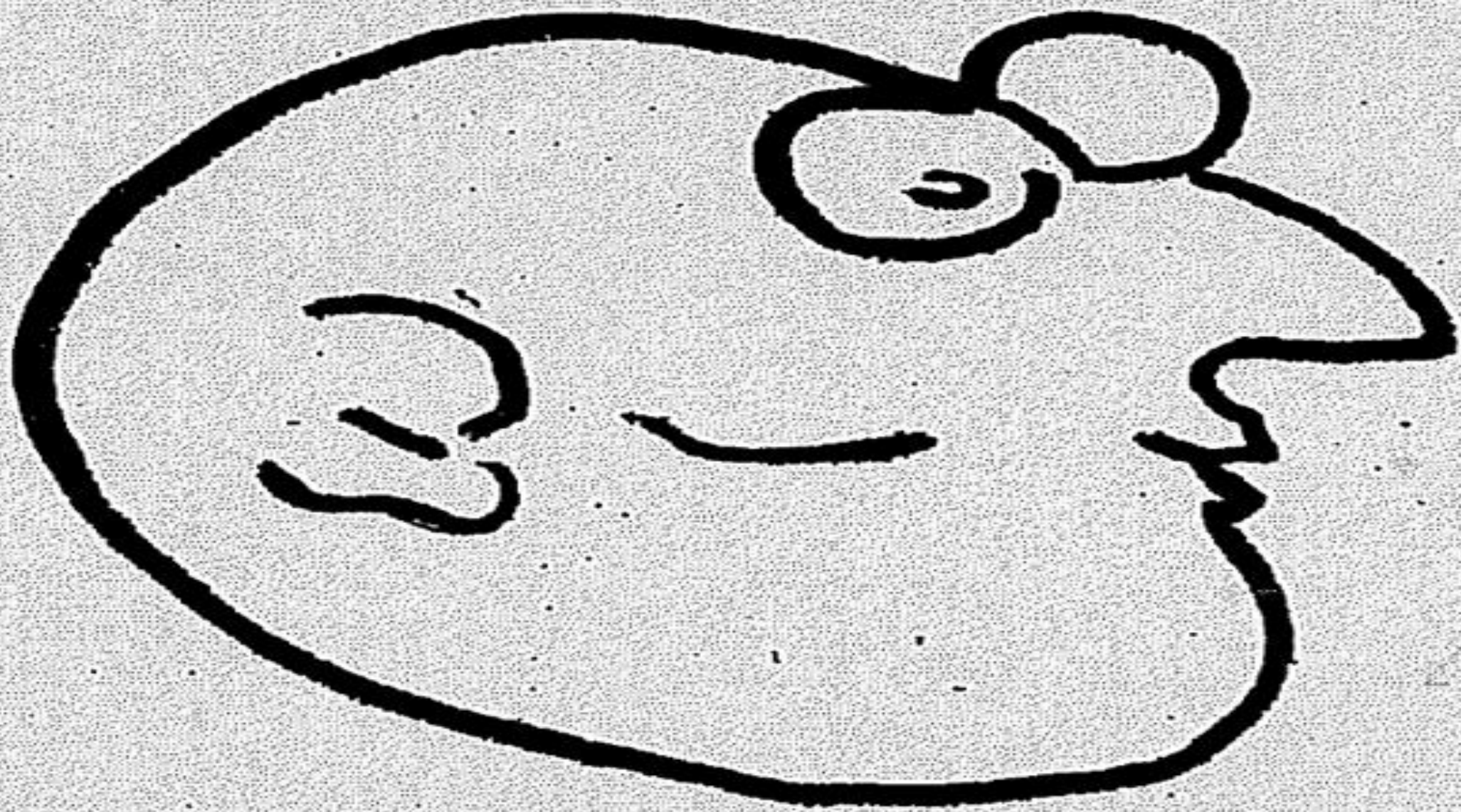


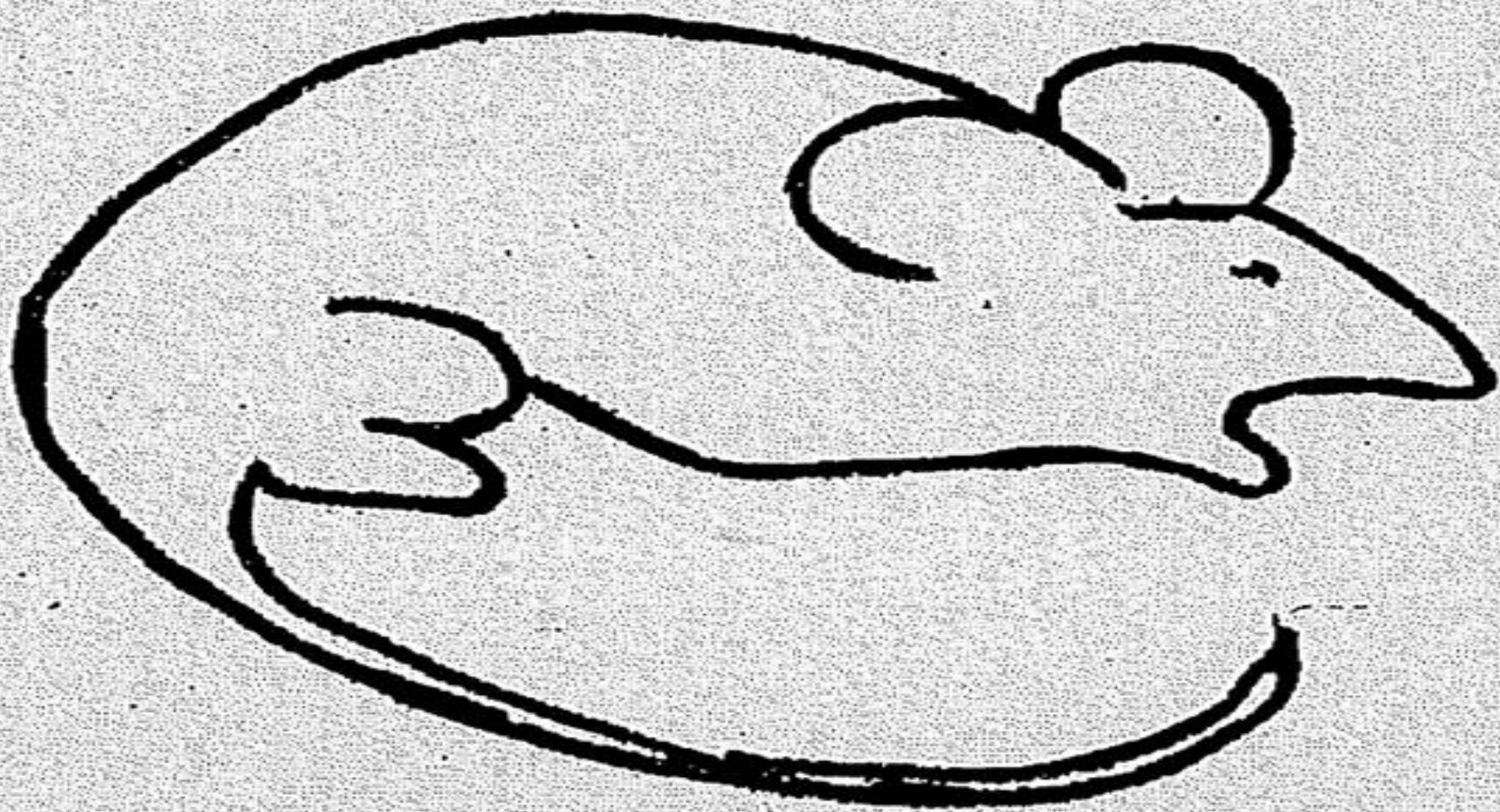
# Cultural spectacles

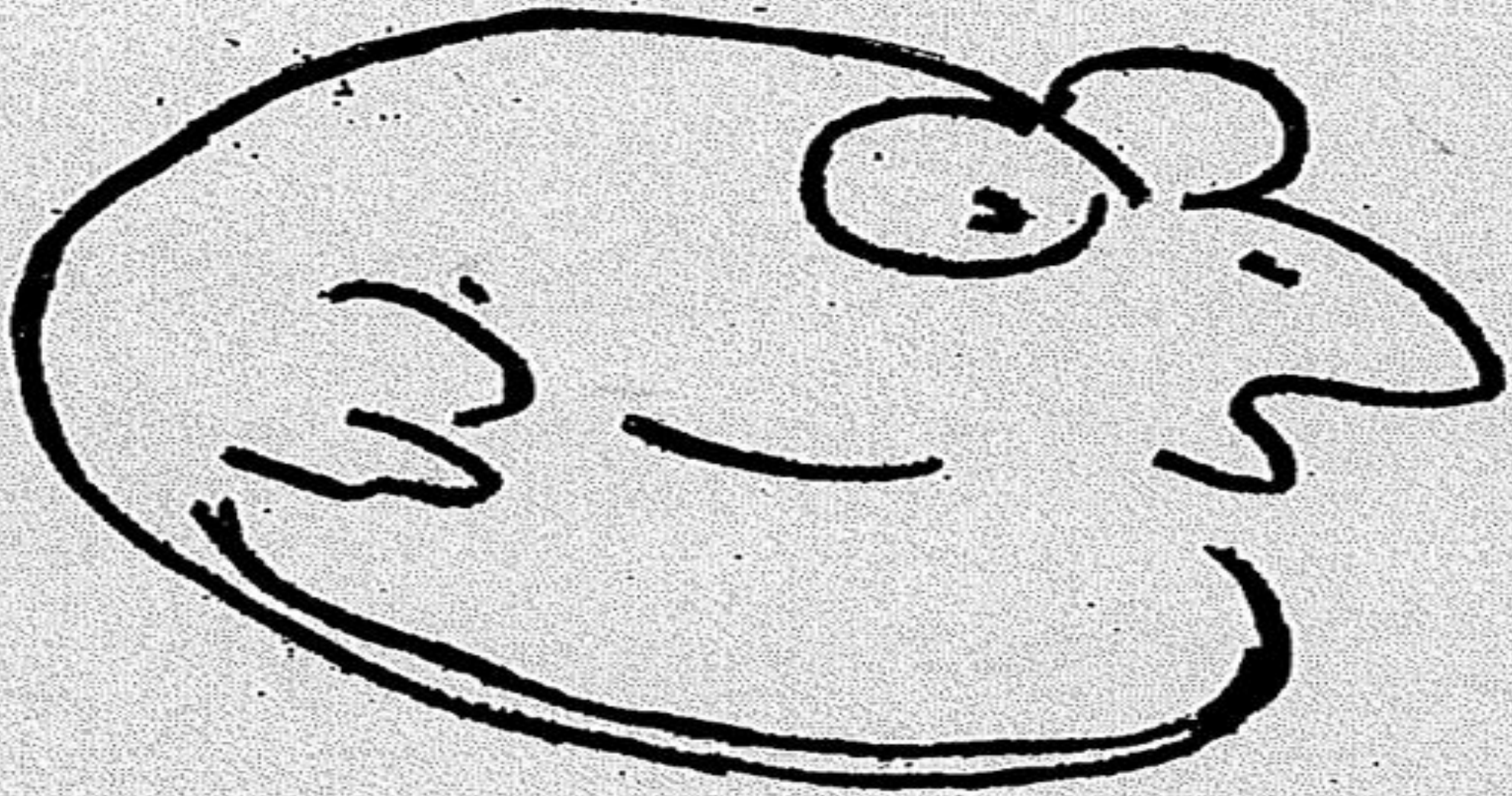
- But Mari was well prepared before she left for Azuro, she learned a lot about different colours of spectacles. After some time she managed to put on some blue spectacles, not exactly the same tone of blue the Azurans had, but very close. By and by, she was able to see things like the Azurans, but only partly: Because she couldn't take off her yellow, she had to wear her new blue spectacles on top of her own yellow ones - and everything appeared to her in green! Even the blue spectacles could not be taken off again, not even after she returned to Marila. By understanding more about the perspective of the Azurans, she developed a new perspective on her own culture as well.

# Exercise 1: Perception

- **Divide class into two groups, A and B**
- **A: Close your eyes- don't cheat!**
- **B: Look at the following picture**
- **B: Close your eyes- don't cheat!**
- **A: Open your eyes and look at the next picture**
- **Everyone: look at the final picture**
- **What do you see?**





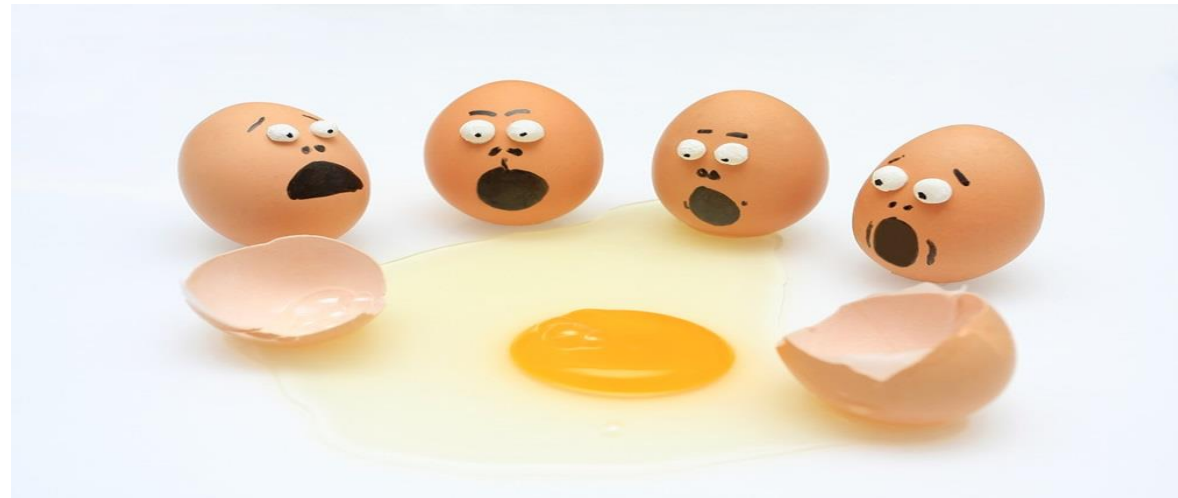
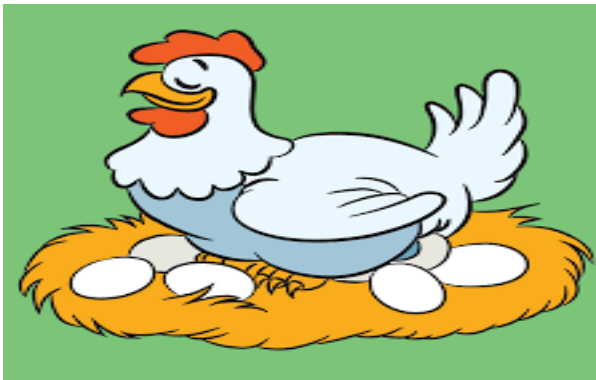


# What colour?



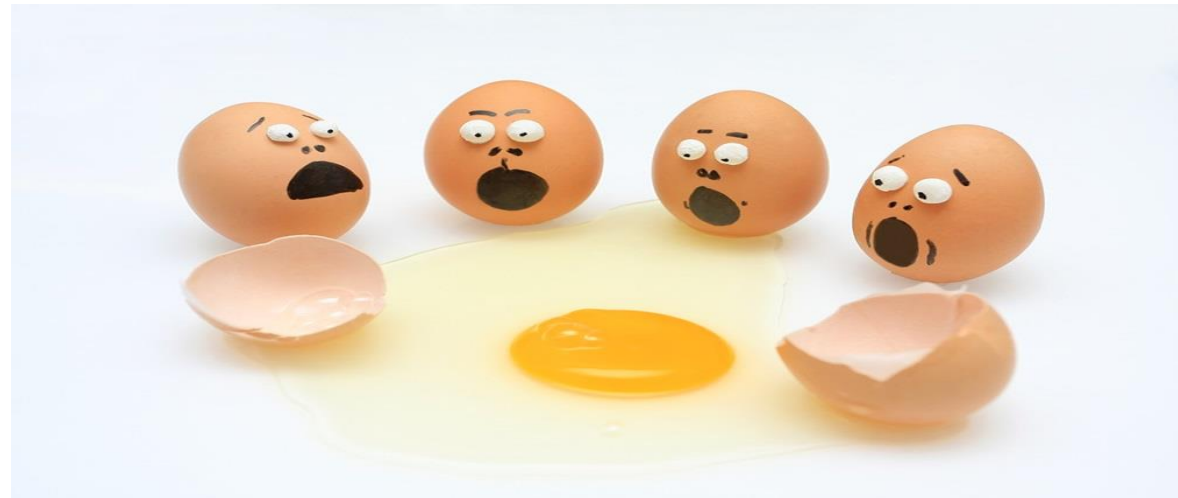
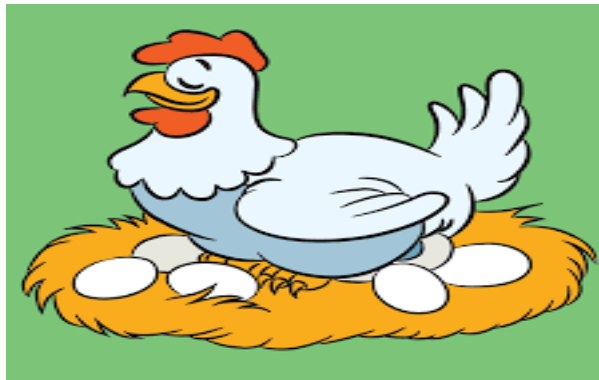
# Problem solving for intercultural entrepreneurs

- FROM A CLASSIC PHYSICS PROBLEM – THE EGG DROP .....
  - « How to make an egg survive a 10 meter drop »



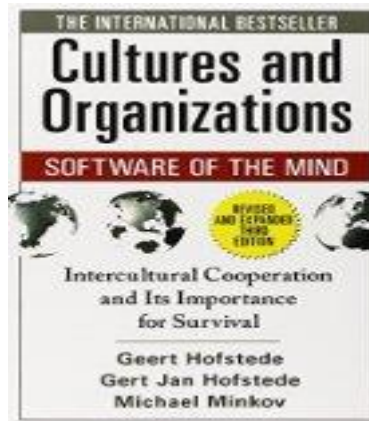
# Problem solving for intercultural entrepreneurs

- .....TO UNDERLYING VALUES
- Creativity - Design vs Cost – Individual & cultural differences & similarities





# Cultural Dimensions: Hofstede



**Cultures and Organizations: Software of the Mind, Third Edition**  
By Geert Hofstede, Gert Jan Hofstede, Michael Minkov

- Empirical study of IBM employees in 1970s from 40 countries
- Updated in 1990
- Constantly enriched – see **website**: [www.hofstede-insights.com/country-comparison/](http://www.hofstede-insights.com/country-comparison/)



# Cultural Dimensions: Geert Hofstede

Power Distance Index (PDI)

Individualism vs. Collectivism (IDV) : I, we, they

Masculinity vs. Femininity (MAS) : He, she and (s)he

Uncertainty Avoidance (from weak to strong) (UAI)

Short vs. Long Term Orientation : (LTO)

Indulgence vs Restraint : (IND)

## Power Distance Index (PDI)

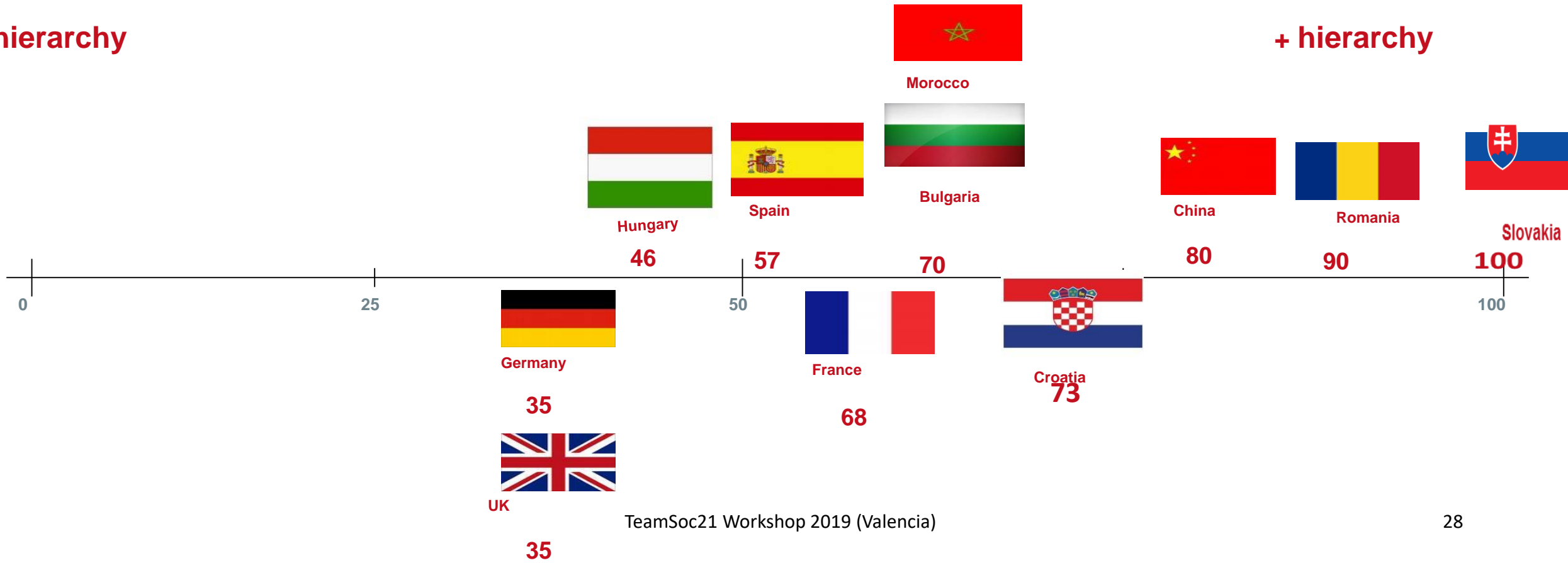
Power Distance Index (PDI) that is the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders.

# Cultural Dimensions: Geert Hofstede

## Power Distance Index (PDI)

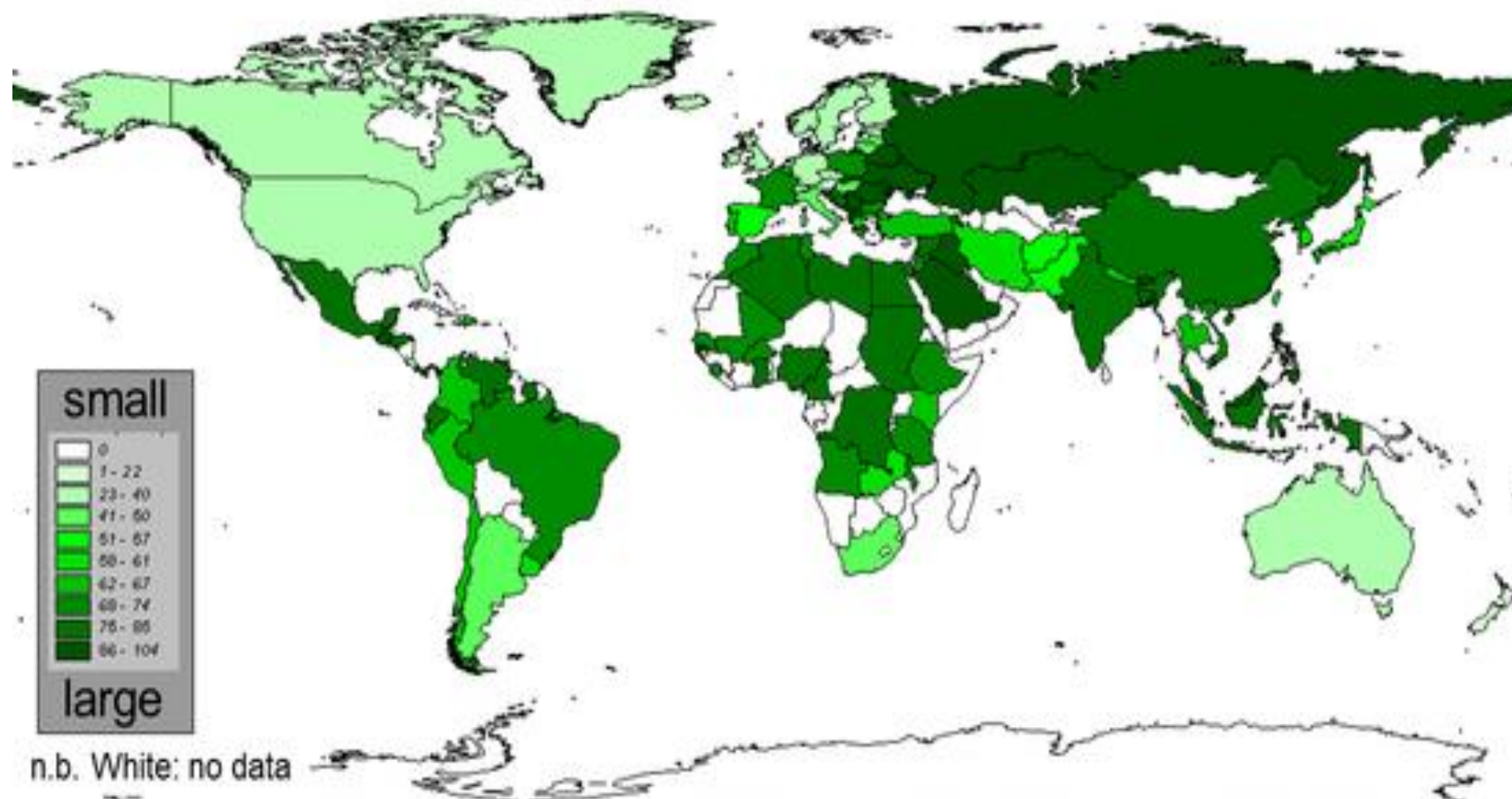
hierarchy

+ hierarchy





# Power Distance World map



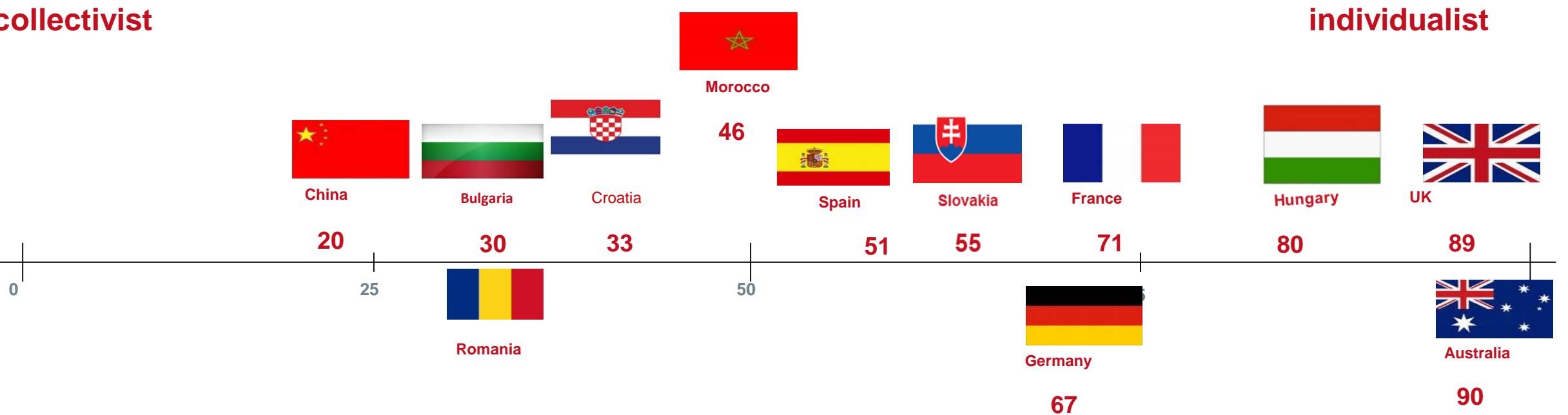
# Cultural Dimensions: Geert Hofstede

## Individualism vs. Collectivism (IDV) : I, we, they

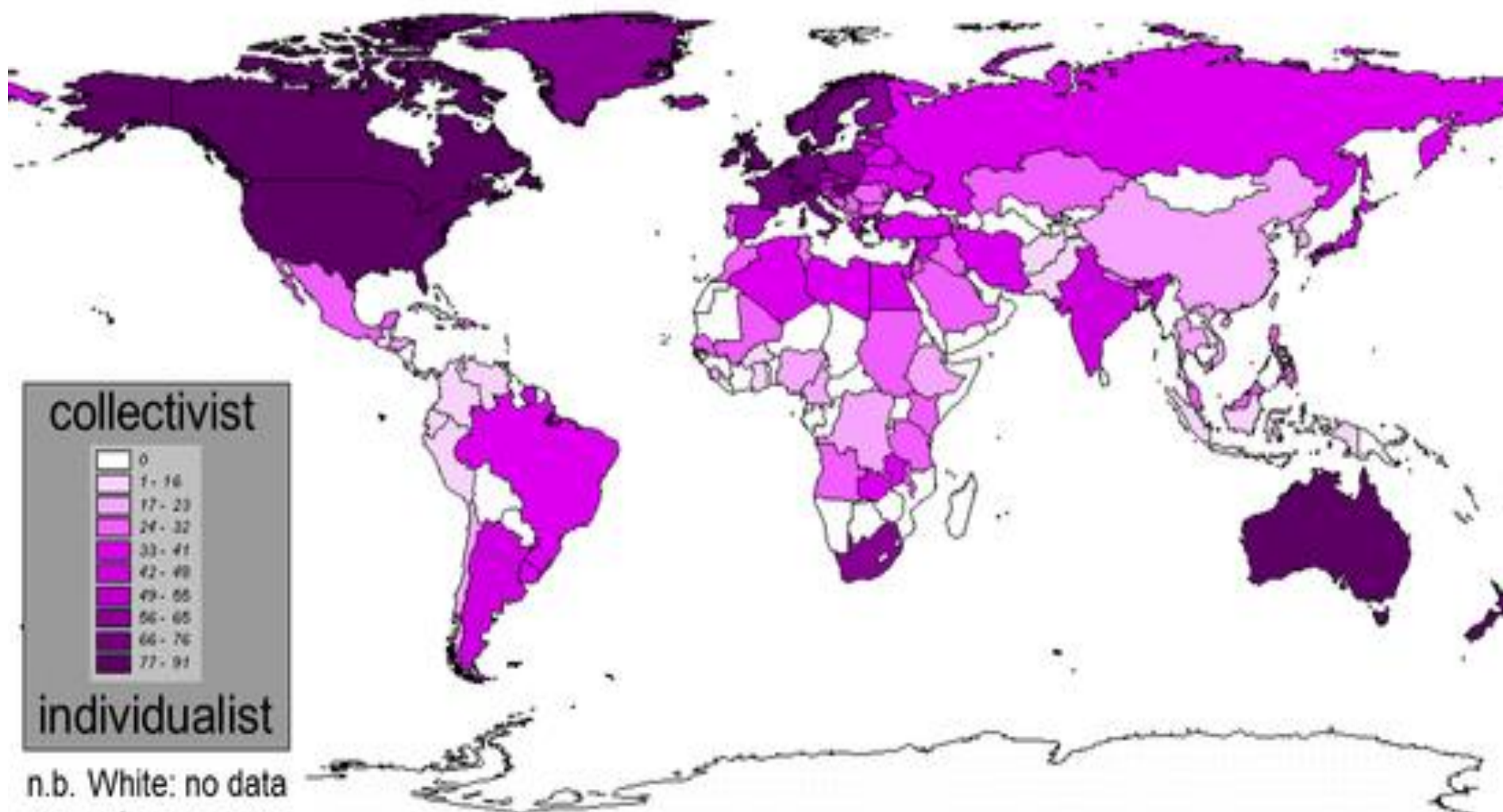
Individualism (IDV) on the one side versus its opposite, collectivism, that is the degree to which individuals are integrated into groups. On the individualist side we find societies in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side, we find societies in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents) which continue protecting them in exchange for unquestioning loyalty.

# Cultural Dimensions: Geert Hofstede

Individualism vs. Collectivism (IDV) : I, we, they



# Collectivism – Individualism World map





## Cultural diversity in the workplace: benefits

- Diverse cultural perspectives can inspire **creativity** and drive **innovation**
- Local market knowledge and insight makes a business more **competitive** and **profitable**
- Cultural sensitivity, insight, and local knowledge means **higher quality, targeted** marketing
- Drawing from a culturally diverse talent pool allows an organization to **attract** and **retain** the **best talent**
- A diverse skills base allows an organization to offer a **broader** and more **adaptable** range of products and services
- Diverse teams are more **productive** and **perform better**
- Greater opportunity for personal and professional growth
- <http://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/>

## Cultural diversity in the workplace: challenges

- Colleagues from some cultures may be less likely to let their voices be heard
- Integration across multicultural teams can be difficult in the face of prejudice or negative cultural stereotypes
- Professional communication can be misinterpreted or difficult to understand across languages and cultures
- Navigating visa requirements, employment laws, and the cost of accommodating workplace requirements can be difficult
- Different understandings of professional etiquette
- Conflicting working styles across teams
- <http://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/>

# Intercultural challenge

- You are the Head of the Humanities Department (10 international members)
- 5 new computers have been stolen.
- What solution do you suggest ?

# Intercultural Challenge (2)

- Chosen solution by X : each member of the Department pays to buy new ones.

What role could your cultures be playing ?

What are the values that could be represented by you and the others ?

What pressures and motivations could be influencing each of you?

What influence could the surrounding systems and general environment have on you ?

# Interculturality and Underlying values

- If you want to work more easily with others, it is important to know your own cultural habits and to consider them as cultural and therefore relative habits.
- An intercultural approach is much richer & complex, you see above & below the iceberg, beyond Physics ( egg problem)
- We call this: « Decentring »

# Values : the hidden face of the iceberg...

## Debriefing and conclusions:

- not always easy to know our values and to share them..
- individual similarities and differences in values are likely to exist within any group
- our perceptions of someone operating from a different value system are often negative. That is why we need more information and distancing to help us understand his or her point of view.

# Cultures, pluri cultures

- Let's not forget that any meeting is a meeting between someone with his or her habits coming from their native group but also an individual developing through life.
- Intercultural Communication means to « saisir la multiplicité et la diversité du quotidien, et réfléchir sur l'humain et le social ».

# Conclusion

- Intercultural approaches pay attention to :
- interaction, people as being involved into a dynamic way
- To facilitate these interactions, we have seen a few elements which are a first step.
  - being conscious that any perception is particular
  - that the self is constructed with specific influences, specific values
  - it is important to be able not to consider these habits as universal
  - Knowledge but also Openness, Tolerance and Decentring
- Then: you'll have fun!



# CULTURAL GLASSES



Todo depende del color del cristal con que se mira - Spanish Proverb



xièxie 谢谢 Go raith maith agaibh + شكرا

Diolch Merci Thank-you Köszönöm

Dziękuję Ďakujem Danke Gracias

Благодаря

# Key takeaways – Theoretical aspect

- Visible & invisible aspects of culture
  - Individual & cultural differences and similarities in perception
  - Cultural glasses
- Cultural dimensions
  - Hall & Hall proxemics
  - Hofstede – PDI & IDV

# Key takeaways – Business aspect

- Skills development
  - Creativity & the international entrepreneur
  - Intercultural Communication
- Cultural diversity in the workplace
  - Advantages & disadvantages

# Key takeaways – Societal aspect

- Underlying values
  - The importance of
    - explaining your values
    - decentring
- Soft skills for the global engineer



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Project reference: **2017-1-HR01-KA203-035408**

TeamSoc21 Workshop 2019 (Valencia)

# Professional communication skills

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# Be a professional speaker

Monday, May 6th



# Pecha Kucha

- The topic should be focused on **the strengths and weaknesses of each member your team when dealing with your TeamSoc 21 case.** For example : communication skills and knowledge in Dietetics were very useful in last year's case 2 (Data analytics for Healthy Food in the Cloud) Bring it to Valencia and upload it accord to the information below.
- Each member of the group will participate and do the Pecha Kucha exercise in front of the class

# Key takeaways –Business aspect

- How to make a good speech in public

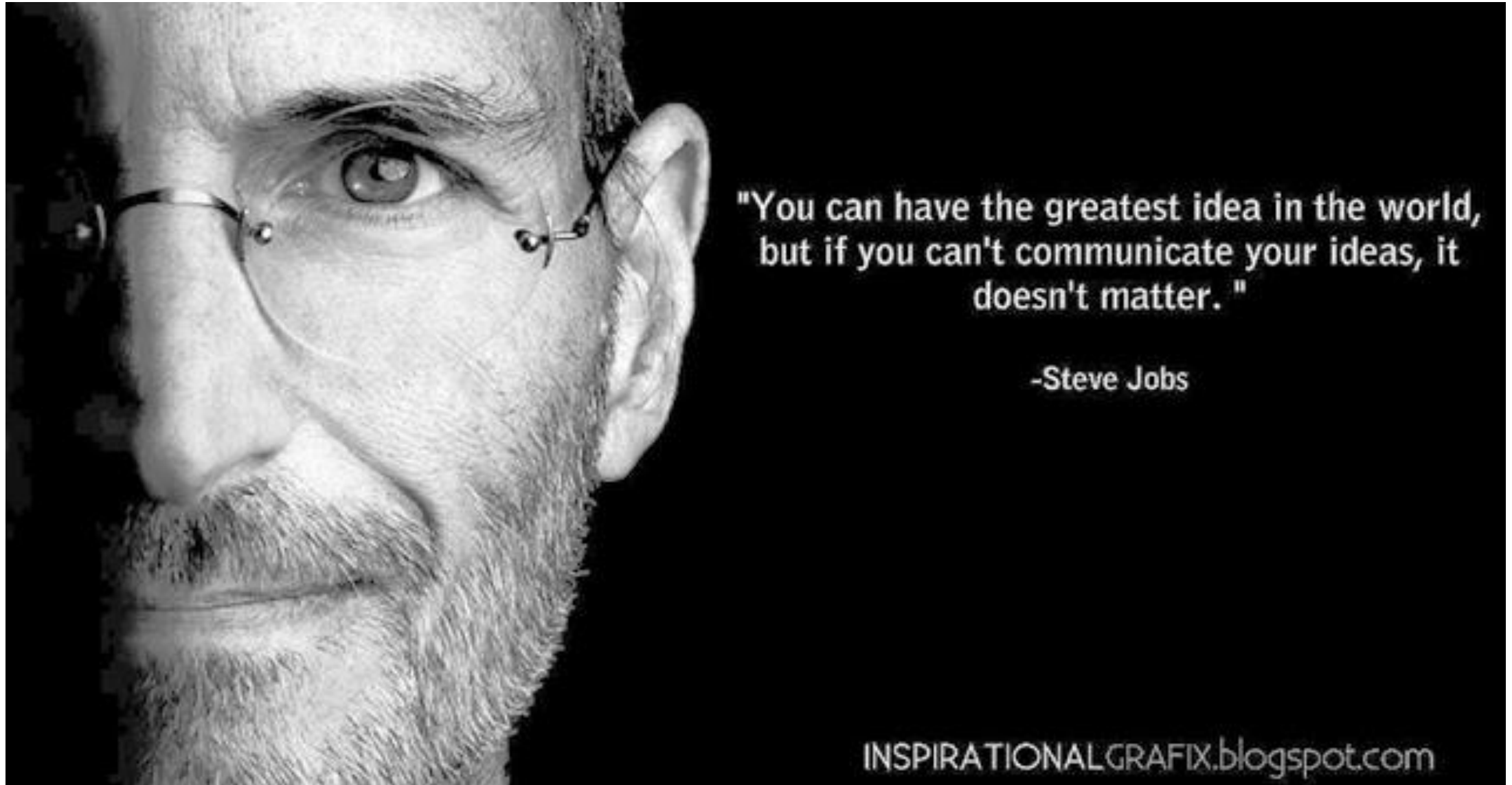
**1. Being prepared**

**2. Knowing your audience**

**3. Having clear points : 1 idea pro slide maximum**

**4. Not being over dependent on the visuals : not reading your PPT**





# My institution and me

Tuesday, May 7<sup>th</sup>

# Videos

- **Modality** : **Create a *three minute video*** (maximum), showing the strengths of their school/university. Convince their chosen audience (recruiters or future students) through a **innovative video**. What we expect to learn from the video:
  - General information
  - Strengths
  - What makes your university special
- Each member of the group will present the video by insisting on the visible and hidden values they want to show

# Videos

- Time to vote
- On a paper, write the name of the best video
- Hand in your papers
- You cannot vote for your own work iiii

# Key takeaways - – Technical aspect

## Presenting your Institution

### 4 important aspects

- 1. Pay attention to the quality of the video**
- 2. Be innovative but do not forget the important information 😊**
- 3. Make a good balance between pictures and words**

# The CV Fair

Wednesday, May 8<sup>th</sup>



# CV : the most convincing one...

- Sit with your Case Study group (6 Groups : 1 & 2, 3 & 4 etc...)
- Each member of the group must read the Cvs that have been given.
- Together, select the Cv you find to be the most convincing
- Choose 1 person to explain your reasons to the class



# Key takeaways - – Technical aspect

- Writing The right CV
  - « **“If done well, your résumé will tell your story and sell you.”**  
Jacqui Barrett-Poindexter, a career and workplace adviser at Glasdoor

## 5 Résumé mistakes you can't afford to make

- 1. Making Grammatical errors and typos**
- 2. Submitting incorrect information**
- 3. Giving everyone the same résumé**
- 4. Not including skills**
- 5. Squeezing too many words onto the page**

<https://www.forbes.com/sites/learnvest/2014/04/04/resume-mistakes-you-cant-afford-to-make/#b74ecb474818>

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