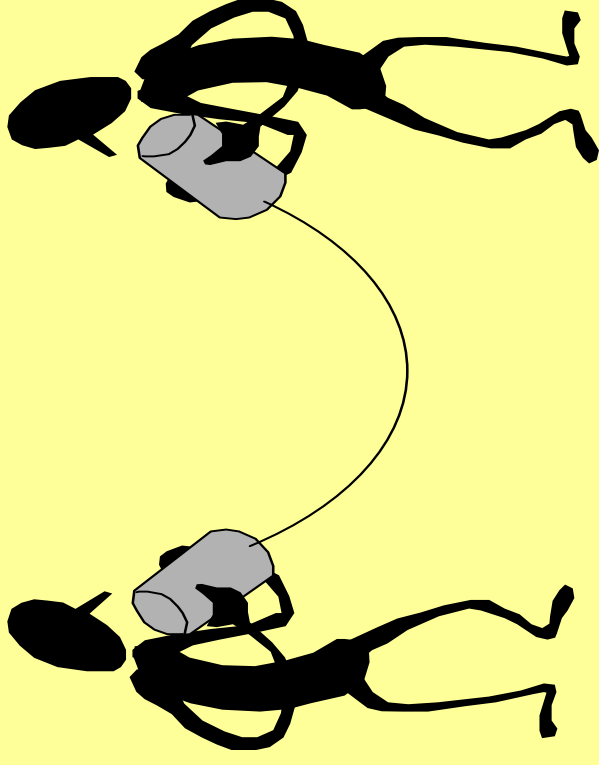




Most managers spend between 50 and 90% of their time talking to people.

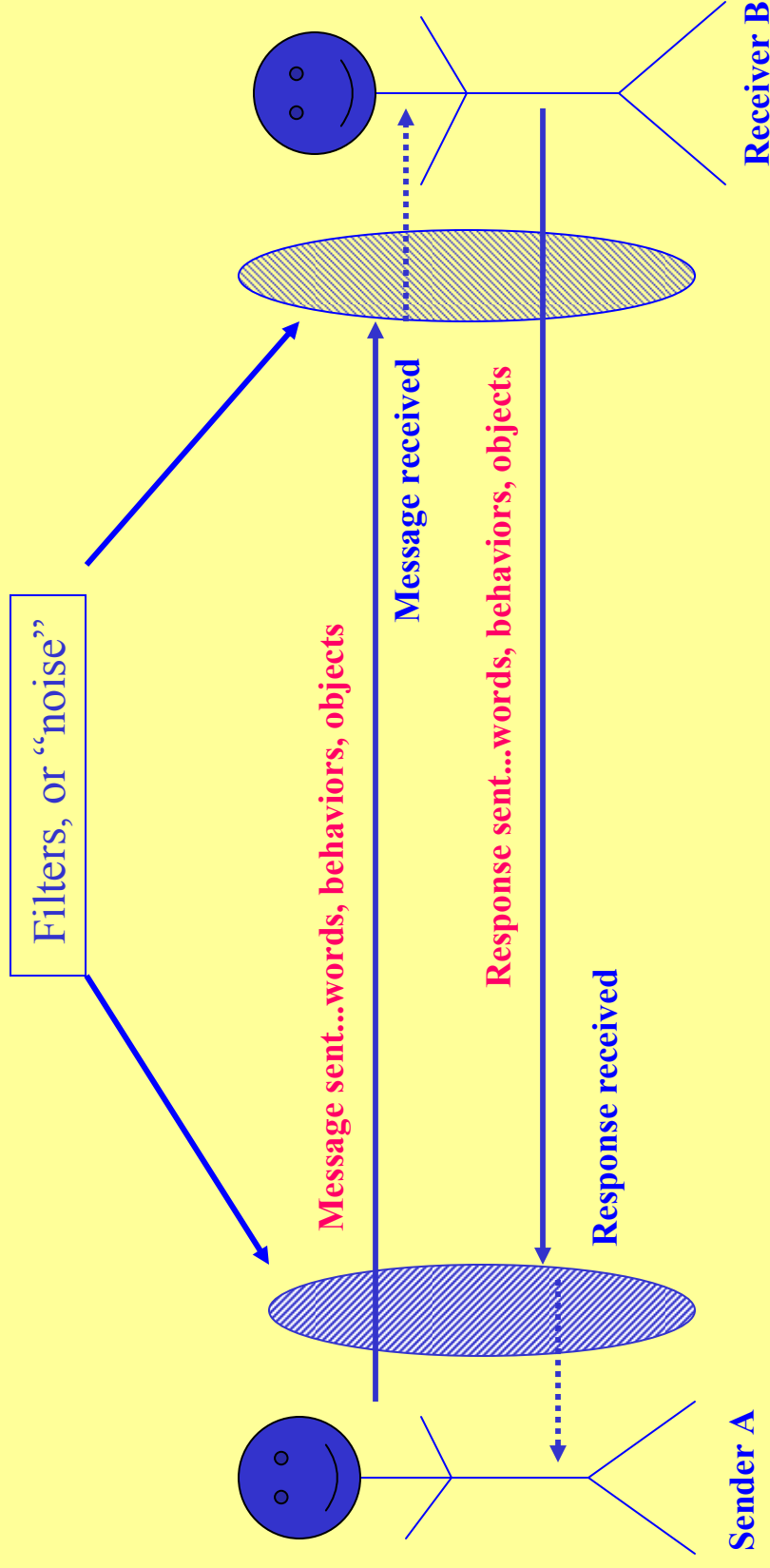
- Mintzberg, 1973

Communication is...



a complex, interpretive process by which individuals attempt to exchange meaning via symbols that include words, behaviors, feelings and artifacts.

A model of Intra-Cultural Communication

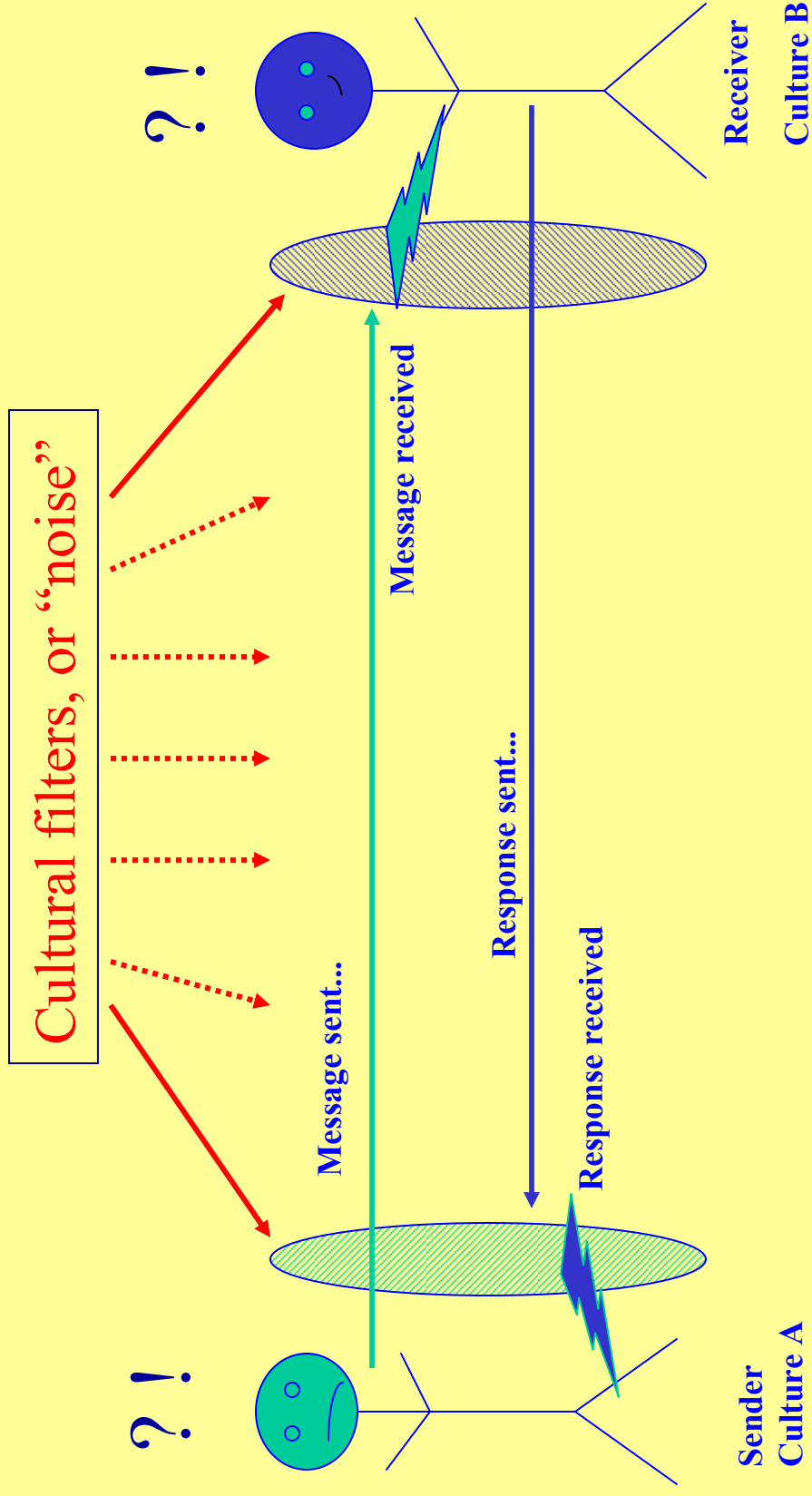


Intercultural Communication...

**occurs when people
who do not belong to
the same cultural
group attempt to
exchange meaning.**



Intercultural Communication



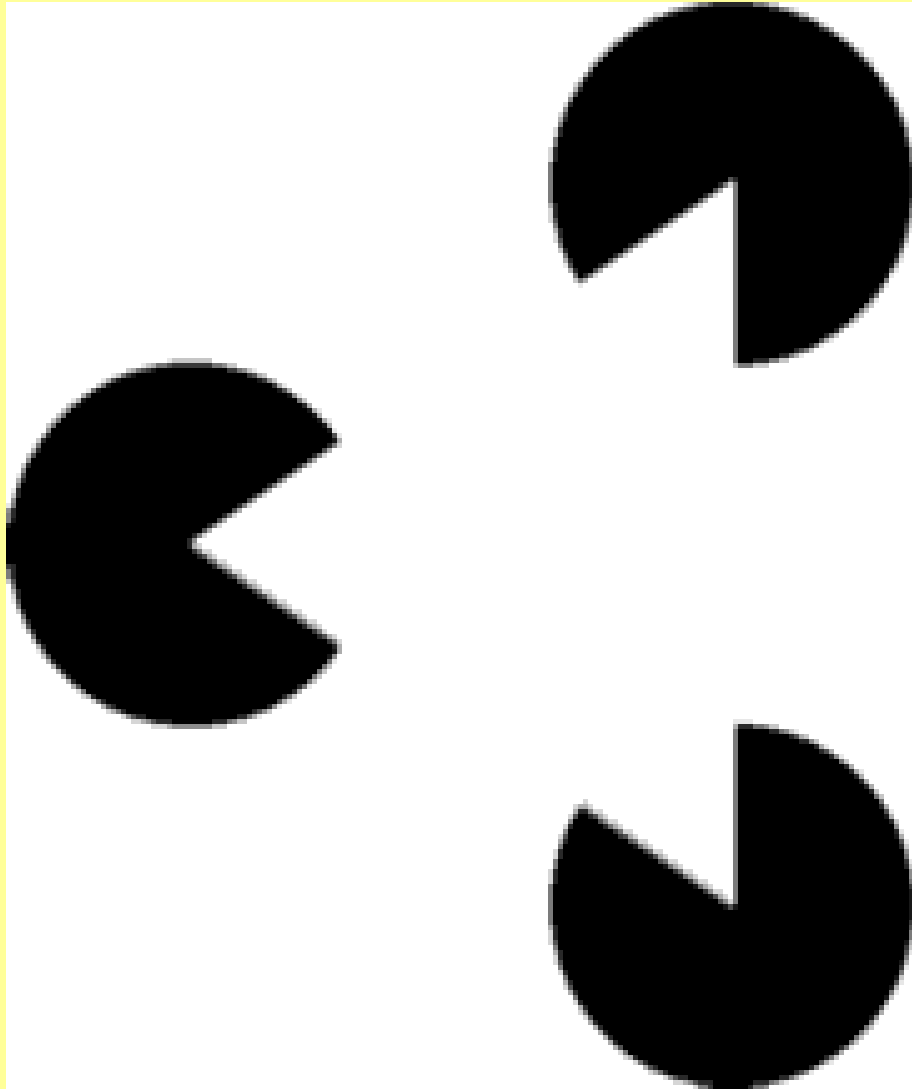
Meaning is...



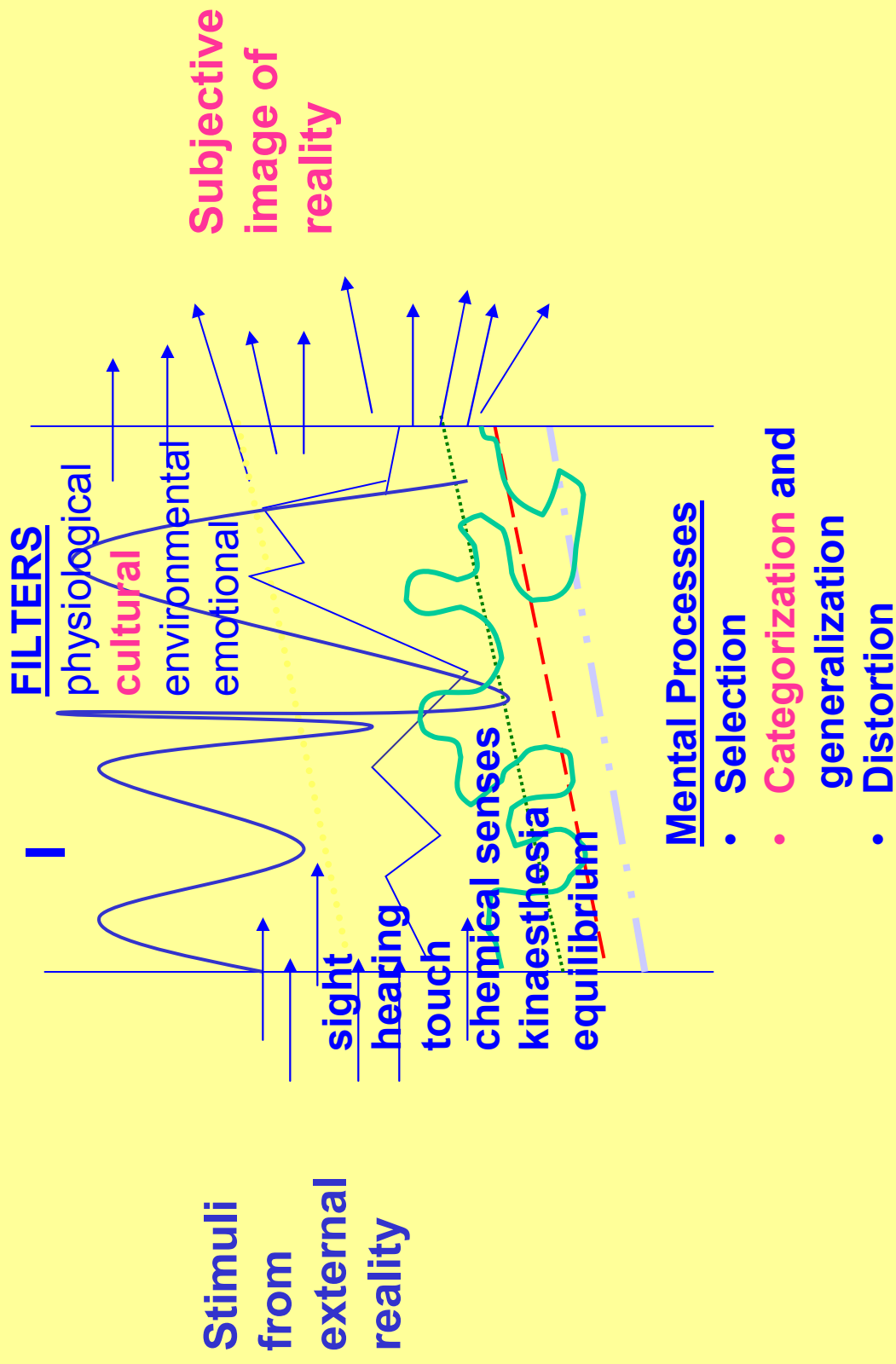
a perception, thought or feeling that we experience. What we perceive is what is “real” for us.



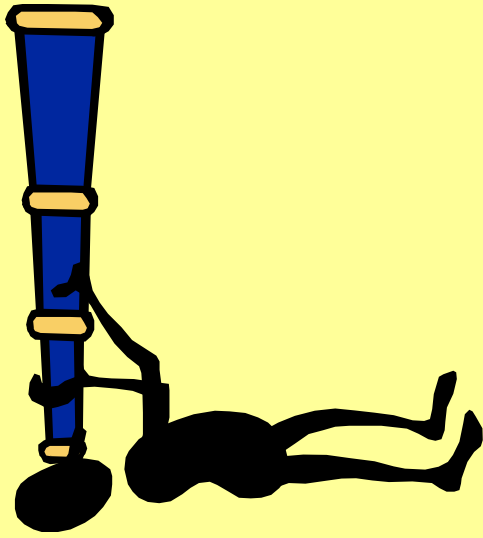




THE PROCESS OF PERCEPTION



Our subjective image of reality

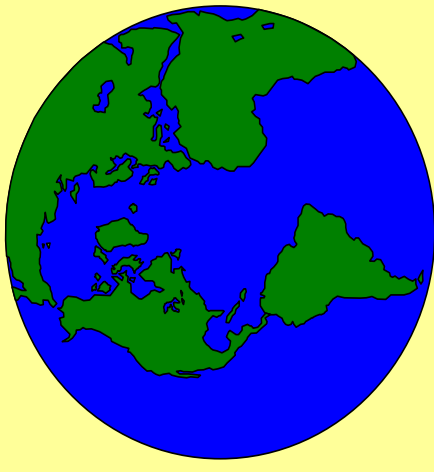


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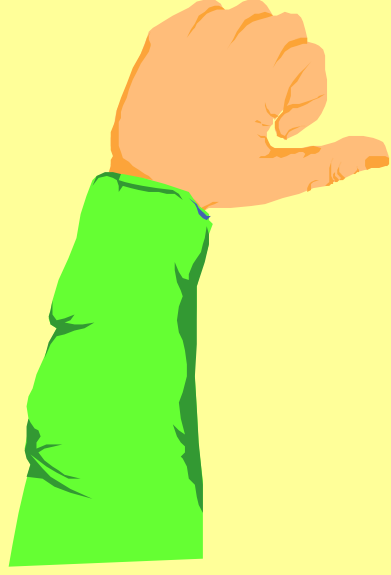
Our world view

=

Ethnocentrism



Ethnocentrism leads to...

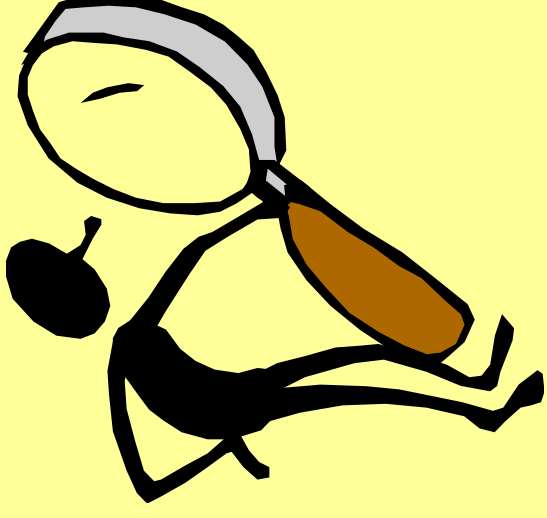


evaluation when we encounter difference.

A Technique for Suspending Judgment...



Step 1: Describe



Key Skills:

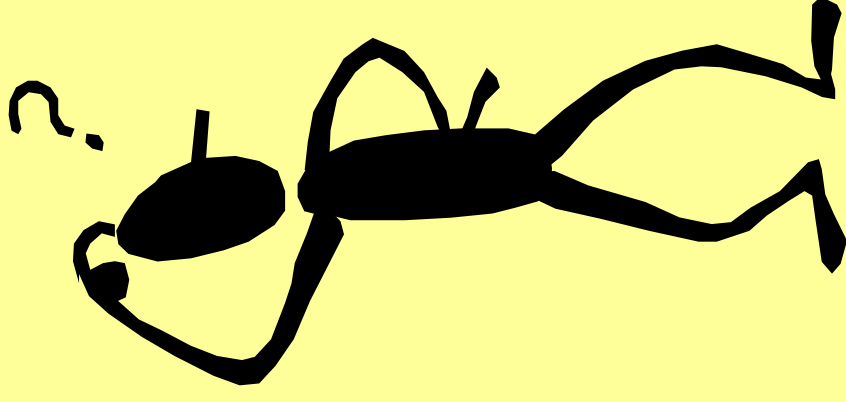
- Observe carefully
- Use neutral language
- Pay attention to detail

Step 2: Interpret

Ask and attempt to answer the question ... **Why?**

Key Skills:

- Reflect
- Analyze
- Research
- Use imagination
- Guess/hypothesize



Step 3: Evaluate

1st...



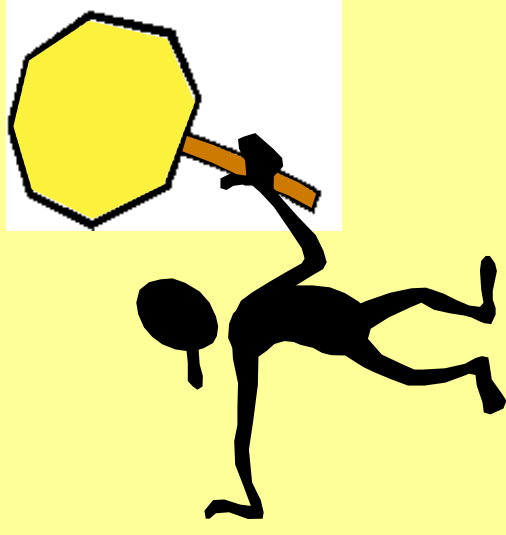
Then...



Key Skill:

- Perspective Taking/Empathy

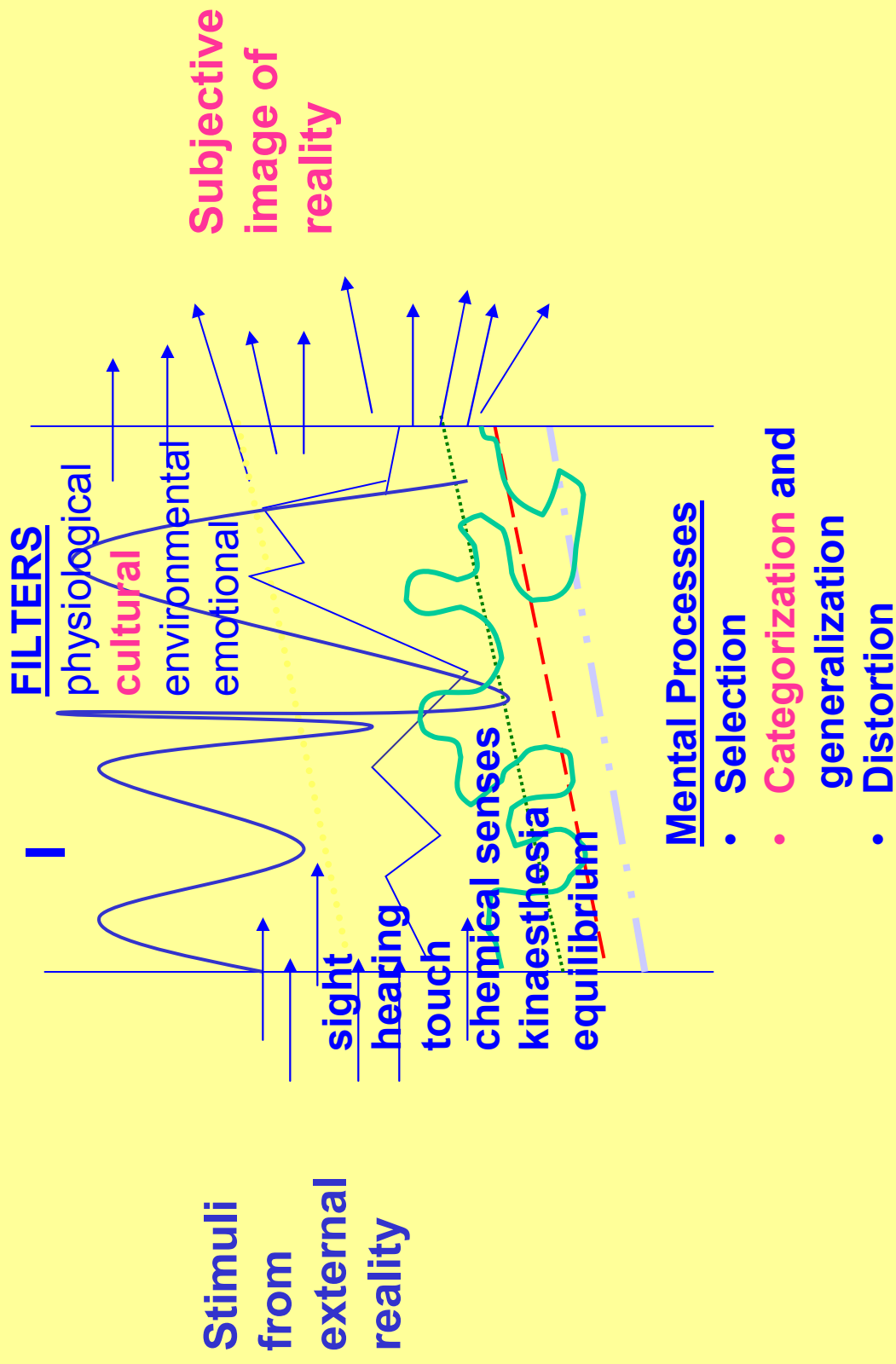
**So instead of evaluating
immediately, we...**



D(I)ELAY judgment...

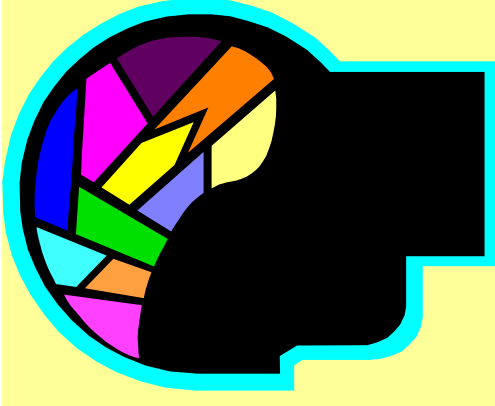
**In order to improve intercultural
communication and interaction.**

THE PROCESS OF PERCEPTION



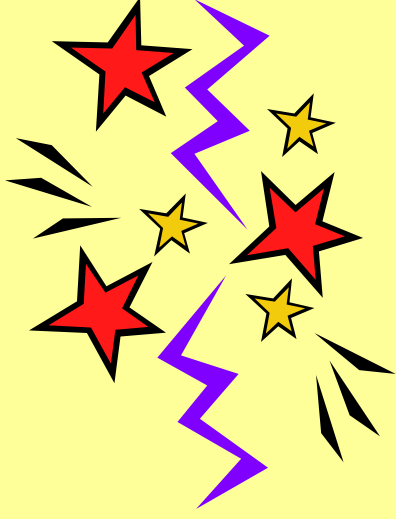
Five good reasons we categorize:

1. To reduce the complexity of the environment.
2. To identify objects in the environment.
3. To reduce the necessity for constant learning and re-classifying of objects.
4. To construct a ready knowledge of appropriate and inappropriate action.
5. To relate classes of events in order to understand relationships among phenomena.



A consequence of categorizing is....

Stereotyping...!



ING FÜR POLITIK • WIRTSCHAFT • WISSEN



it

is,
is."



How European managers perceive themselves and others:

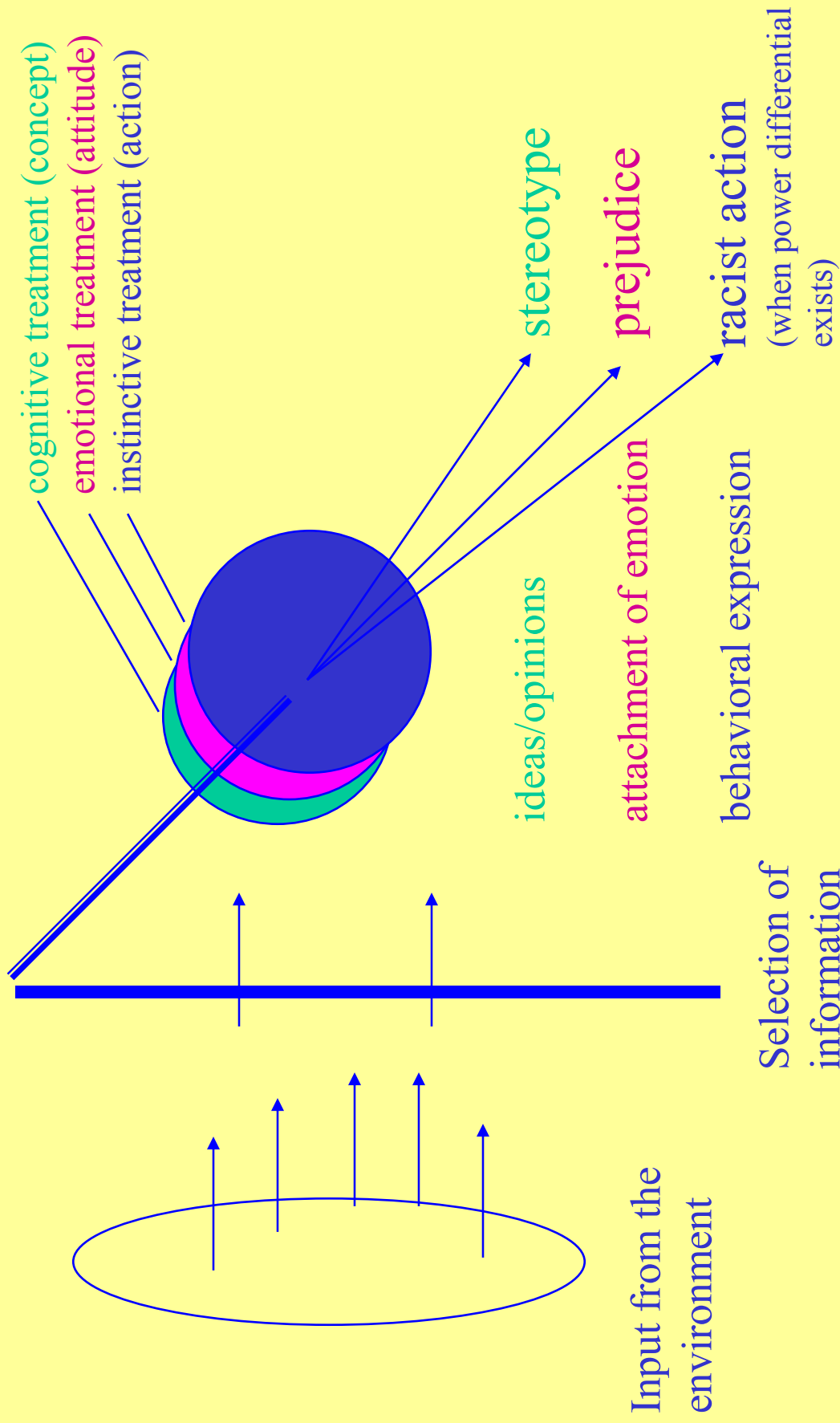
MANAGERIAL COMPETENCIES	Britain		France		Germany		Italy		Spain	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
Competent	+39	-35	+29	+10	+71	+15	+44	-64	0	-38
Efficient	+27	-36	+38	-13	+75	+19	+19	-34	-05	-36
Tenacious	-25	-21	+18	-07	+56	+21	+55	-70	+21	-43
Reliable	+53	-35	+38	-32	+49	+34	+02	-46	-02	-39
Hard working	+62	-77	+51	-25	+62	+03	+90	-101	+31	-45
Entrepreneurial	+22	-22	+30	+02	+41	+05	+63	-47	+15	-25
Educated	+04	+19	+39	+07	+39	+27	+20	-20	+19	-40
Trustworthy	+80	-59	+21	-13	+52	+08	-11	-15	+12	-29
Able t. get-on with others	+65	-71	+27	-24	+15	-11	+81	-55	+42	-29
Punctual	+64	-42	+06	+06	+59	+24	-11	-14	-04	-28
Humorous	+76	-60	+21	-29	-33	-14	+78	-52	+57	-46
Compassionate	+43	-74	0	-07	-02	-31	+89	-77	+27	-14
AVERAGE SCORE	+46	-43	+26	-10	+40	+09	+43	-48	+18	-34
Average score by others	+3	+16	+49	-5	-16					

What is stereotyping?

“Stereotyping means grouping events and objects on the basis of similarities. [It] is a simplifying mechanism that makes it possible to manage the environment, because it is too big, too complex for direct understanding.”

- Lippman (1922)

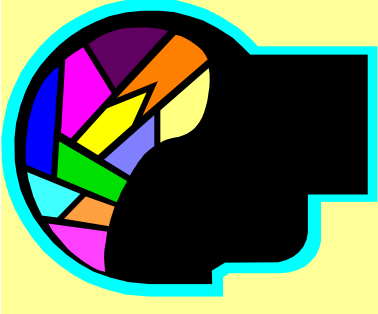
TREATMENT OF STEREOTYPES



Stereotypes...



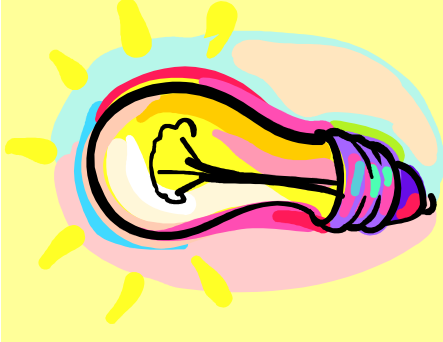
- Are generalizations - traits attributed to social groups we don't know well (sometimes referred to as the “out-group”).
- The cognitive base is categorization: causes us to focus on similarities and de-emphasize differences that may be present within a group.



Stereotypes continued...

- The content can be:
 - Historical (wars, colonial domination, territorial disputes);
 - cognitive (information from books, media, films, second-hand accounts) and/or
 - emotional (sympathy, aversion, disgust).
- Social categories that are basic to cognitive processing tend to be used more frequently, especially visible features such as age, gender and physiognomy.

Stereotypes...



- Become detrimental when negative, over-generalized and/or inaccurate, due to the expectations they create of the behavior of others.
- Can create a self-fulfilling prophecy.
- Are an extremely complex phenomenon: can't be avoided, but can be managed.

A stereotype becomes helpful when it is...

- **Consciously held**
- **Descriptive (rather than evaluative)**
- **Accurate (What are our sources? Reliability?)**
- **Used as a first best guess**
- **Modifiable**

