

THE TRANSCULTURAL COMMUNICATOR™

**Communication
between**

&

Topic/Project

Date

**GEORGE SIMONS
INTERNATIONAL**

236 PLATEAU AVENUE
SANTA CRUZ, CA 95061-7360 USA
diversophy@gmail.com - www.diversophy.com

© 1992, 1998. George Simons International
& Castle Consultants Ltd. All Rights Reserved.

For information on the use of
The Transcultural Communicator

Outside the USA call +33 4 92 97 57 35

Part 1: Define the Participants

Step 1: Note how import each factor is to the person or group you are meeting with by placing a dot on each scale, e.g.,

● = HIS, HER, OR THEIR POSITION

Step 2: Mark how import each factor is to you or your group by placing a small triangle on each scale, e.g.,

▲ = MY, OR OUR POSITION

Step 3: Use the remaining space beneath each scale to note specific details about each factor.

The *Transcultural Communicator*™ can be used either as a pre-meeting preparation or as a post meeting analysis.

The information you gather here will alert you to sensitive areas of group identity that you will have to manage.

OF LITTLE IMPORTANCE	HOW DO PEOPLE DEFINE OR GROUP THEMSELVES?	OF GREAT IMPORTANCE
A. GENDER/SEXUAL ORIENTATION		
①	②	③ ④ ⑤
B. RACE/ETHNICITY/REGION		
①	②	③ ④ ⑤
C. LANGUAGE/ACCENT		
①	②	③ ④ ⑤
D. RELIGION/IDEOLOGY		
①	②	③ ④ ⑤
E. ORGANIZATION/PROFESSION/FUNCTION		
①	②	③ ④ ⑤
F. SOCIAL CLASS/EDUCATION		
①	②	③ ④ ⑤
G. AGE/GENERATION		
①	②	③ ④ ⑤

Part 2: Check the Cultural Context

Step 1: Note on each scale the range of difference between yourself or your group and your counterpart(s) in this interaction:

- ▲= MY, OR OUR POSITION
- = HIS, HER, OR THEIR POSITION

Step 2: Use the space beneath each scale to add specific details about each difference.

Use this Group Context Analysis in conjunction with Part 1 to review or prepare your detailed communications strategy. It will alert you to potential cultural conflicts.

MORE TIGHTLY WOVEN GROUP	MANAGEMENT BEHAVIOR	MORE LOOSELY KNIT GROUP
1. Authority		
① ② ③ ④ ⑤	
Authority should not be questioned. It should foresee and know best how to provide what is needed. Authority comes through seniority.		Authority improves by being questioned. Authority empowers individuals to act for themselves. Authority is the result of competence.
2. Delegation		
① ② ③ ④ ⑤	
Do only and everything that you are told. Wait for direction and specific instructions.		Take the initiative. If you have the task, you have authority to decide how to carry it out.
3. Negotiation		
① ② ③ ④ ⑤	
Our agreement is part of an ongoing relationship. Convey positions implicitly to avoid conflict. Positions should reflect mutual interest.		Is a game we play to create a one-time deal. The contract is an entity. Lay your cards on the table. Positions reflect individual interest.
4. Teamwork		
① ② ③ ④ ⑤	
Success or failure comes from and belongs to the team. Leaders are appointed or chosen according to their status or experience.		Success or failure comes from the individual performance on the team. Leadership emerges and is recognized.
5. Communication		
① ② ③ ④ ⑤	
Be polite. The context is more important than the message. One's word is all that is needed.		Be direct. The message is more important than the context. Oral agreements may not be honored.
6. Managing Time		
① ② ③ ④ ⑤	
We are one with the flow of nature. Everything is present in some form or other. We must be aware and listen. Time is indefinite and incidental, if noticed at all.	Time is cyclical. What goes around comes around. We must be patient, observe, wait. The present is driven by the past.	Time is linear and historical. Days, hours, seconds, etc. are measured. Sense of urgency. What time is it? The present is driven by the future.

Part 2: Check the Cultural Context, continued

MORE TIGHTLY WOVEN GROUP	MANAGEMENT BEHAVIOR	MORE LOOSELY KNIT GROUP
7. Motivation		
① ②	③ ④	⑤
Act in the interest of the group, for honor. Avoid shaming your group by failing. We are rewarded as a group.		Act in your own interest. Be self sufficient, a winner. You alone are responsible and to be rewarded. Guilt results from failure.
8. Decision Making		
① ②	③ ④	⑤
“Both-and” decisions are common. Take decisions slowly, find unanimity.		“Either-or” decisions are common. Decide quickly, negotiate agreement.
9. Feedback		
① ②	③ ④	⑤
Avoid bad news and complaints, or give them indirectly so as not to create disharmony.		Giving both positive and negative assessments directly enables us to improve performance.
10. Conflicts		
① ②	③ ④	⑤
Avoid open confrontation. Respect and relationships are more important than brute facts. Maintain harmony. Solve it informally.		Confrontation is productive. Facts are more important than appearances. Produce a solution. Use legal and other formal procedures to rectify disputes.
11. Thinking Style		
① ②	③ ④	⑤
Accept fate, higher powers. Sense the direction and move with it.		Control your environment, take charge. Divide and conquer.
12. Technology Transfer/Learning Style		
① ②	③ ④	⑤
Patiently observe the model. Study the masters and imitate their form and style. Avoid mistakes.		Hands on practice and coaching. Learn from mistakes, develop individual style.
13. Relationship Style		
① ②	③ ④	⑤
Relationships grow slowly, are long term & involve many areas of life. It is my duty to care for others, strengthen the family or network.		Relationships are often short term, for specific purposes, activities. Enable others, cut them free.

Part 3: Observe Non-Verbal Behaviors

Step 1: Record the non-verbal differences between yourself or your group and your counter-part(s) in this interaction:

- ▲ = MY, OR OUR POSITION
- = HIS, HER, OR THEIR POSITION

Step 2: Use the space beneath the scale to note specifics about each behavior.

Use this analysis to alert yourself to potential hazards and to decide on the right rapport building behaviors.

Place the ▲ (self) and ● (other) in the quadrants that best represent the preferences of each.

NON-VERBAL BEHAVIOR		
Close ① ② ③ ④ ⑤	α . PROXIMITY	Distant
Frequent ① ② ③ ④ ⑤	β . TOUCHING	Infrequent/None
Frequent ① ② ③ ④ ⑤	γ . EYE CONTACT	Infrequent
Expressive Large ① ② ③ ④ ⑤	δ . GESTURES	Restrained Subtle
Pauses between Exchanges ① ② ③ ④ ⑤	ϵ . PACING	Interruptions, No Pauses
Formal Dress, Gestures, Setting ① ② ③ ④ ⑤	ζ . SELF- PRESENTATION	Informal Dress, Gestures, Setting
Hearing	η . SENSE PREFERENCE	Feeling
Seeing		Moving

Part 4: Profile the Organizational Culture

Use this information to prepare your plan on the next page.

The Control Culture

Control culture is the culture of the entrepreneur, the culture of the hierarchy. It is typified by the central figure of the boss in an all-powerful position. It is very effective in decision making, as decisions are vested in one person (or at most a small cadre). Decisions are therefore quick, and the organization can respond quickly to its environment. The weakness of this culture lies in the same all-powerful boss. The weapons of fear and favor can foster an environment where people are afraid to tell the truth, and promotion is based on who you know not merit. The Control culture easily moves from benevolent dictatorship to oppression.

Table 1: Features of the Control culture

EFFECTIVE	INEFFECTIVE
• Unites effort	• Limited by leader
• Moves quickly	• Political quagmires
• Strong leader	• Isolated from bad news
• Direction & certainty	• Overworked leaders
• Loyalty	• Information is power
	• Short range thinking

The Role Culture

Role culture mitigates features of the excesses of the Control culture by introducing rules, procedures, and a management process. No one person can wield too much power and use it arbitrarily. The strengths of the Role culture are therefore its systems and procedures. Everyone knows who they are and what they have to do in order for the whole to function, and specialization allows for units to improve and become expert. The weakness lies also in the structure/bureaucracy can take on a life of its own. Action and change may become painfully slow. People do what is in their job description, and can fail to question even what is contrary to the best interests of the organization.

Table 2: Features of the Role culture

EFFECTIVE	INEFFECTIVE
• Well designed systems	• Change is slow
• Clear lines of authority	• Low trust
• Structure	• Following the rules
• Limits personal power	• People as functions
• Efficient operations	• Under-utilized talent
• Quick to learn jobs	• Sub-optimization
	• Boundaries

The Goal Culture

Goal culture focuses on the task. It is effective in generating enthusiasm and achievement in completion of the goal or mission of the organization. Often one finds examples of the traits of the role and Control organizations in the hi-tech industries where there is an extraordinary amount of innovation with relatively little organization structure or centralized decision making. However, the organization can believe so much in its own values and goals that it can lose sight of reality and ignore the effects on people. Burnout and stress can become common symptoms.

Table 3: Features of the Goal culture

EFFECTIVE	INEFFECTIVE
• High motivation	• Burn out
• Maximum use of talent	• Waste resources
• Rapid learning	• End justifies the means
• Unity of effort	• Isolation from reality
• Reduced controls	• Intolerant
• Mutually valued goals	• Arrogance
	• Inward focus

The Soul Culture

Soul culture is the culture of the person. Here harmony and people orientation are paramount, and support and learning the characteristics. These organizations generate a sense of belonging and a caring face, both inwardly and outwardly, but are typified by slow reactions due to consensus decision making. They can also put good feelings before task completion.

Table 4: Features of the Soul culture

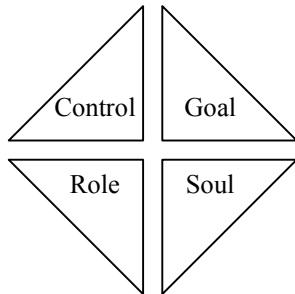
EFFECTIVE	INEFFECTIVE
• Good communication	• Task neglect
• Commitment	• People put before organization
• High trust	• Slow decision making
• Cooperation	• Issues fester
• Caring & listening	• Slow to change
• Sense of belonging	• Frustrates ambition
	• Loses direction

Part 5: Develop a Strategy

Mark your assessment of the influence factors in boxes 1 through 3 below, then plan your influence priorities in box 4. Refer to the information on the previous page to clarify your understanding of the organizational styles.

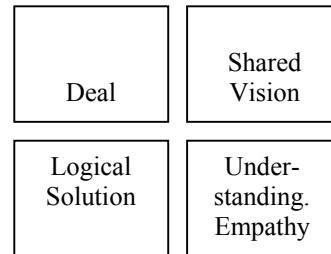
A. Preferred Organizational Culture

- ▲ = MY, OR OUR PREFERENCE
- = HIS, HER, OR THEIR PREFERENCE



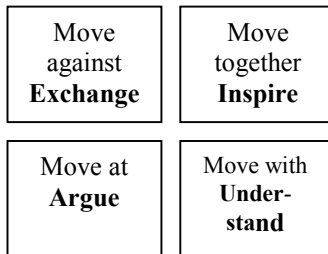
B. Preferred Type of Agreement

- ▲ = MY, OR OUR TYPE
- = HIS, HER, OR THEIR TYPE



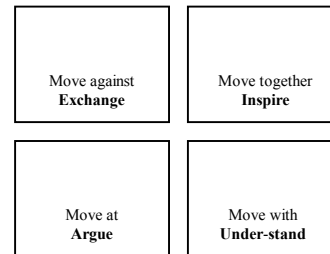
C. Preferred Style of Discourse

- ▲ = MY, OR OUR STYLE
- = HIS, HER, OR THEIR STYLE



D. Tentative Influence Strategy

PRIORITIZE 1 TO 4



6. Prepare a Detailed Influence Plan

Relationship Building

Task Definition

Problem Solving & Negotiating

Agreement or Concluding

Follow-up & Next Steps