



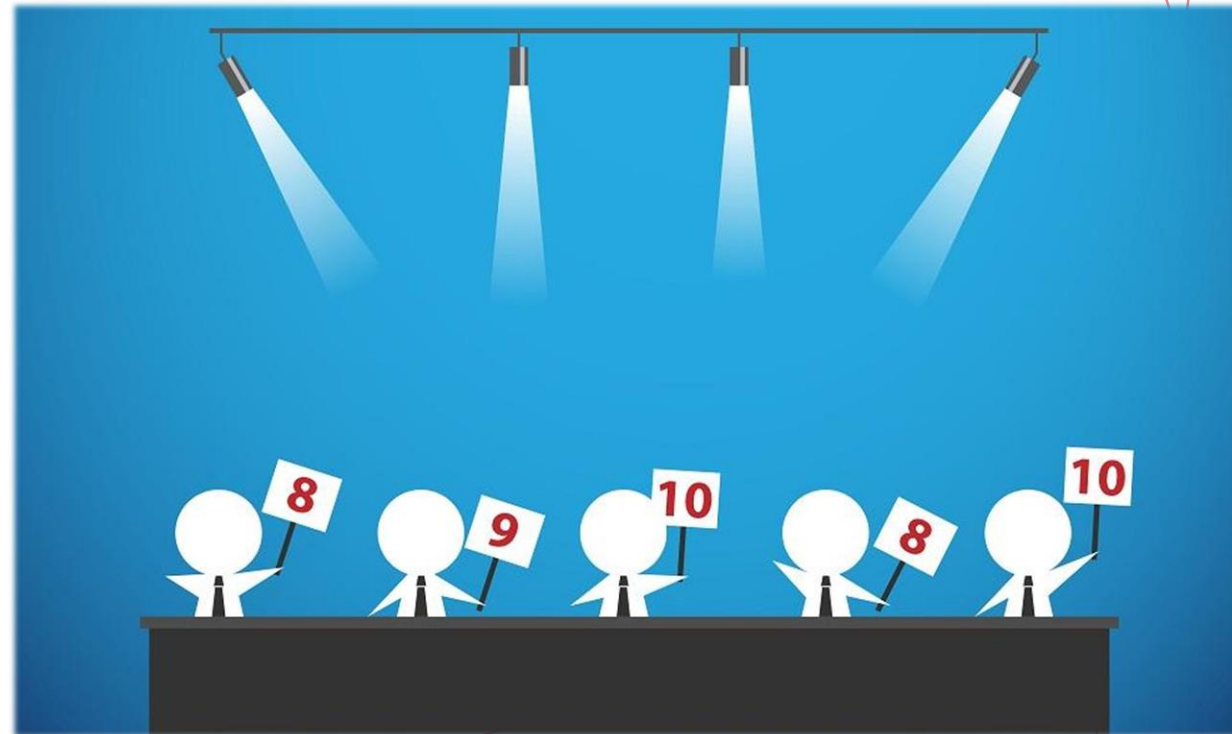
UAS IN TARNOW, POLAND

*BLENDED INTENSIVE PROGRAMME*

WHEN CULTURE DOESN'T  
TRANSLATE—CASE STUDY ANALYSES  
AND PRACTICAL IMPLICATIONS FOR  
WORK ENVIRONMENTS

# *HOW ARE YOU TODAY?*

Talk to your group. Let them know how you're doing today with 0 being the worst possible and 10 being the best possible. Explain why (if you feel comfortable to).



# *AGENDA*

- 1) Introduction (and revision 😊)
- 2) Selected models of culture
- 3) Who are YOU?
- 4) Group work activity
- 5) Questions

# ***DEFINING THE TERMS***

## **Communication:**

The process of assigning meaning to symbols during an interaction (words, gestures, facial expressions, body position, distance from the interlocutor, etc.) Fatimayin (2018 ).

**-Interpretative**

**-Interdependent**

**- Contextual**

# *DEFINING „CULTURE”*

## **Culture:**

- Symbols (mime, gestures, objects, etc.)**
  - Behaviours (e.g language, attitude to time)**
  - Values (e.g respect for authority, family,etc)**
- recognizable and understandable to those who belong to a given social group**

(Lindsley and Baldwin kept the list updated until 2006: > 300 definitions)

<https://www.dreamstime.com/cultural-iceberg-templates-surface-can-be-observed-underwater-behavior-unobserved-analyze-client-cultural-image249789240>



# ***DEFINING THE TERMS***

**Intercultural communication:**

**The exchange of information between individuals who are “unlike culturally” (Rogers, E. and Steinfatt, T., 1999)**

# *(SELECTED) MODELS OF CULTURE*

- **High Context and Low Context Cultures (Edward T. Hall)**
- **Trompenaars' Model of National Culture Differences**
- **Cultural Dimensions Theory (Hofstede)**

# *(SELECTED) MODELS OF CULTURE*

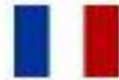
- **High Context and Low Context Cultures (Edward T. Hall)**
  - Differentiates cultures based on how explicit **communication** is.
  - **High-context** cultures rely on **implicit** cues, shared history, and context. Communication is indirect: facial expressions, body language, tone of voice, feelings and sensations are implied rather than named; position/age of the speaker and the receiver, relationships, community, team, previous events, plans influence and carry meaning
  - **Low-context** cultures emphasize **explicit**, direct verbal communication, matter-of-fact tone, realistic descriptions, may seem distant and unfriendly



LOW-CONTEXT/EXPLICIT

DIRECT  
NEGATIVE  
FEEDBACK

INDIRECT  
NEGATIVE  
FEEDBACK



HIGH-CONTEXT/IMPLICIT

Figure created based on  
: Meyer, Erin. The Culture Map PublicAffairs, 2014.

# *(SELECTED) MODELS OF CULTURE*

- **High Context Cultures vs Low Context Cultures:**
- Erin Mayers
- <https://youtu.be/9oYfhTC9IIQ?si=4B-TY-n1Qev6LTTL>
- or
- <https://www.youtube.com/watch?v=9oYfhTC9IIQ>



# *(SELECTED) MODELS OF CULTURE*

- **Trompenaar's Model of National Culture Differences**

- Universalism versus particularism. (laws and rules vs context related rules)
- Individualism versus communitarianism. (individual vs collective)
- Specific versus diffuse. (keeping personal-life and work-life separate vs having work-based friends)
- Neutral versus emotional. (control emotions vs express emotions)
- Achievement versus ascription. (performance based evaluation vs power/title/position based evaluation)
- Sequential time versus synchronous time. (punctuality and planning vs flexibility)
- Internal direction versus outer direction. (determined to control the environment vs adapting to environment)

# *(SELECTED) MODELS OF CULTURE*

- **Trompenaars' Model of National Culture Differences**
- **How would you evaluate your country in relation to Trompenaar's dimensions?**

# *(SELECTED) MODELS OF CULTURE*

- **Trompenaars' Model of National Culture Differences**
- <https://www.youtube.com/watch?v=hmyfjKjcbm0>



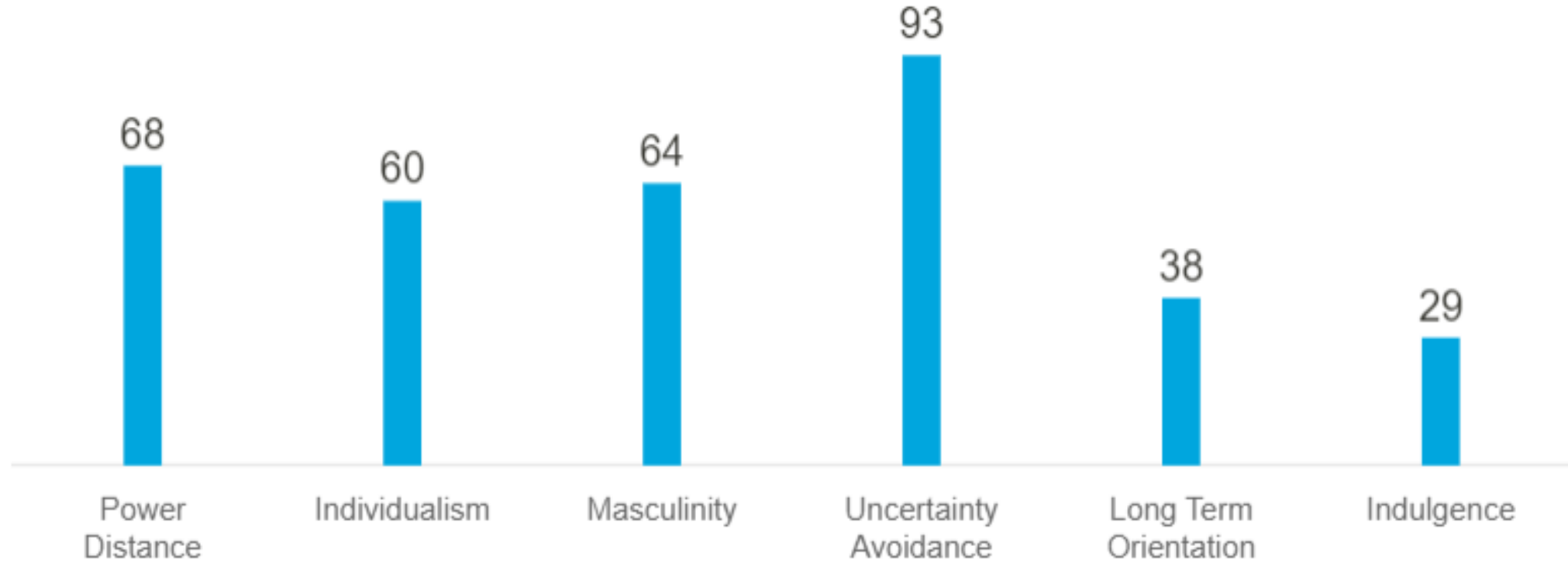
# *(SELECTED) MODELS OF CULTURE*

- **Cultural Dimensions Theory (Hofstede)**

- power distance (PDI)
- individualism versus collectivism (IDV/COL)
- masculinity versus femininity (MAS) (later: motivation for success)
- uncertainty avoidance (UAI),
- long term orientation versus short-term orientation (LTO/STO)
- indulgence versus restraint (I/R).

# POLAND

Poland ×



<https://www.hofstede-insights.com/country-comparison-tool>

\* estimated

*WHAT ABOUT YOU?*





# *ACTIVITY:*

Analyse accessible information about your country e.g

- <https://www.hofstede-insights.com/country-comparison-tool>
- <https://www.worldvaluessurvey.org/WVSONline.jsp>
- <https://www.commisceo-global.com/resources/country-guides>
- <https://www.everyculture.com/index.html>
- Other

As a group, decide on 2 points of comparison of the countries in the group.

Compare and discuss the cultures of the countries of the group members regarding the agreed points of comparison.

Present the findings to the BIP group.

# *ACTIVITY CD.:*

Possible points of comparison:

- Attitudes to time/space/family/strangers/religion/smalltalk/work-life balance/authority/pleasure...
- Etiquette (meeting/eating/gesturing/debating/conflict resolution/gift giving/negotiating/saying „no”/...)
- Example: eating: <https://www.youtube.com/watch?v=ALWwK7Vz4gY>

Evaluation on the basis of:

- Participation: each group member participates
- Content (topic orientation)
- Creativity

# *WELLBEING ACROSS CULTURES*

Some cultures are happier than others (Check out the World Values Survey). Why?

# SOME COUNTRIES ARE HAPPIER THAN OTHERS!

## World Values Survey Wave 6: 2010-2014

Responses

Maps

Time Series

### V10.- Feeling of happiness

Cross by -- Change --

Display Show Column % (all responses)

	TOTAL	Country/region				
		Kazakhstan	Peru	Poland	Romania	Sweden
Very happy	28.2%	31.2%	35.1%	22.2%	13.6%	40.5%
Quite happy	55.1%	57.3%	40.9%	70.4%	55.4%	54.1%
Not very happy	14.8%	11.1%	22.4%	5.3%	26.4%	4.9%
Not at all happy	1.3%	0.4%	0.9%	0.5%	4.0%	0.4%
Don't know	0.3%	-	0.7%	1.0%	0.3%	-
No answer	0.2%	-	-	0.5%	0.3%	0.2%
(N)	(6,385)	(1,500)	(1,210)	(966)	(1,503)	(1,206)

Selected samples: Kazakhstan 2011, Peru 2012, Poland 2012, Romania 2012, Sweden 2011

# *WELLBEING ACROSS CULTURES*

Some cultures are happier than others. Why?

- Economic reasons? ...
- Self-esteem? ...
- Individualistic/collectivist?

# *QUESTIONS*

# *BIBLIOGRAPHY*

- Belliotti, R.A. (2004). *Happiness is overrated*. Lanham, MD: Rowman & Littlefield.
- Berry, J.W., Poortinga, Y.H., Segall, M.H., & Dasen, P.R. (2002). *Cross-cultural psychology: Research and applications*. Cambridge University Press.
- Joshanloo, M., & Weijers, D. (2014). Aversion to happiness across cultures: A review of where and why people are averse to happiness. *Journal of Happiness Studies*, 15(3), 717–735.
- Hofstede, G. H., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations : Software of the mind* (3rd ed.). New York, NY: McGraw-Hill .

# *WELLBEING ACROSS CULTURES*

## **Individualism, Collectivism, and Subjective Well-Being**

In **individualistic cultures**, wellbeing is defined predominantly based on the absence and presence of certain **emotional experiences and subjective outlooks** (Bellotti, [2004](#))

In **collectivist cultures**, positive emotions and pleasures of individuals are considered too temporary and peripheral to be the criterion against which wellbeing is measured (Joshani, [2014](#)). They tend to believe that **other values (e.g., harmony, justice, truth, wisdom, and goodness)** are more important than **hedonic happiness**.



# *WELLBEING ACROSS CULTURES*

- In individualist cultures, internal attributes (e.g., emotions) are the key building blocks of the self and are thus easily brought to the person's attention.
- In collectivist cultures, social elements of the self (e.g., other people's evaluation, social norms) are more important to the individual.
- This cultural difference leads to a relatively straightforward prediction: Individualists might base their life satisfaction judgments heavily on their emotions, whereas collectivists might evaluate their lives frequently on the basis of normative information.

# *HOFSTEDE*

<https://www.hofstede-insights.com/country-comparison-tool>



# *WORLD VALUES SURVEY*

- <https://www.worldvaluessurvey.org/WVSONline.jsp>



# *COUNTRY GUIDES*

- <https://www.commisceo-global.com/resources/country-guides>



# *WORLD CULTURE ENCYCLOPEDIA*

- <https://www.everyculture.com/index.html>





Poland



United Kingdom



Universalism/Particula...



40

72

Individualism/Commu...



61

84

Specific/Diffuse



70

60

Neutral/Affective



29

66

Achievement/Ascripti...



39

71

Past,Present,Future



52

31

Sequential/Synchronic



85

75

Internal/External



49

57