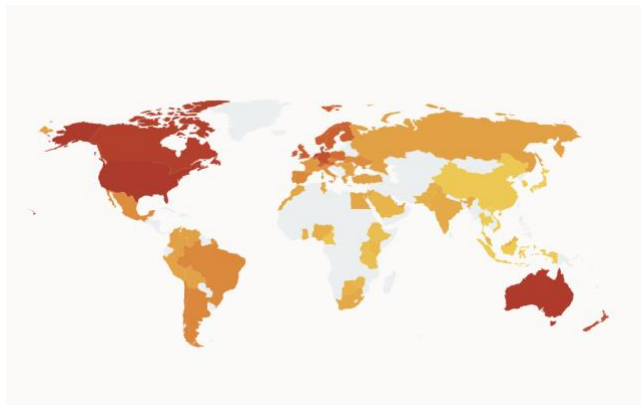


The Culture Map Framework for Cross-Cultural Communication

Framework Summary
By David Nagai



Instructions

Please read the framework summary and view the charts. Then, prepare the discussion questions for our class discussion.

* The podcast audio and blog version can be accessed [here](#).

In the book, [The Culture Map](#), Erin Meyer outlines a chart with eight scales that explain some main characteristics about cultures. If we understand what they are, we will be able to compare and contrast different cultures. This awareness can help us see where differences between cultures can lead to miscommunications, conflicts, or collaboration. Here is the chart below:

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Low-context	COMMUNICATING	High-context
Direct Negative Feedback	EVALUATING	Indirect Negative Feedback
Egalitarian	LEADING	Hierarchical
Consensual	DECIDING	Top-down
Task-based	TRUSTING	Relationship-based
Confrontational	DISAGREEING	Avoids Confrontation
Linear-time	SCHEDULING	Flexible-time
Principles First	PERSUADING	Applications First

Here is a basic explanation of
each of the eight scales
that are in the chart:

1. COMMUNICATING

Direct vs. indirect communication

Low-context: Communication is considered to be good when it is simple, direct, and clear, without any nuance or hidden message. This means repeating main points is seen as valuable for clarification.

High-context: Communication is considered to be good when it is nuanced and indirect. People should read between the lines to understand the deeper message that is being implied.

2. EVALUATING

How feedback is given

Direct Negative Feedback: Negative feedback is given directly and honestly without additional positive comments. Sometimes this feedback is given publicly.

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Indirect Negative Feedback: Negative feedback is given gently and diplomatically. Positive comments are also given in order to make it easier to receive the negative feedback. This type of feedback is given privately so as to avoid embarrassing the person.

3. LEADING

How leaders lead

Egalitarian: There is not much distance between a boss and the team. The boss is seen more as a facilitator and everyone can communicate freely and honestly.

Hierarchical: There is a lot of distance between the boss and the team. Communication must follow set structures to show respect for people higher up.

4. DECIDING

How decisions are made

Consensual: Decisions are made by the whole group agreeing.

Top-down: Decisions are made by one person or small group (boss or top leadership)

5. TRUSTING

How trust is built

Task-based: Trust is built through doing business activities together. If you work hard and do quality work, this means you are reliable and trustworthy. Relationships may form quickly or end quickly depending on if work is being shared.

Relationship-based: Trust is built through social activities/events more than work activities. These relationships take longer to build and are often deeper than task-based relationships.

6. DISSAGREEING

How people deal with conflict

Confrontational: People face conflict directly through direct words or debate but the relationship remains strong.

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Avoids Confrontation: Disagreement and debate are viewed as negative and should be avoided as much as possible. If there is confrontation it will hurt the relationship.

7. SCHEDULING

How time is managed

Linear-time: The schedule must not be changed and people must always be on time. It's best to focus on one thing at a time.

Flexible-time: Schedules can change if necessary and it's okay to be late. The focus is on flexibility and many things can happen at the same time.

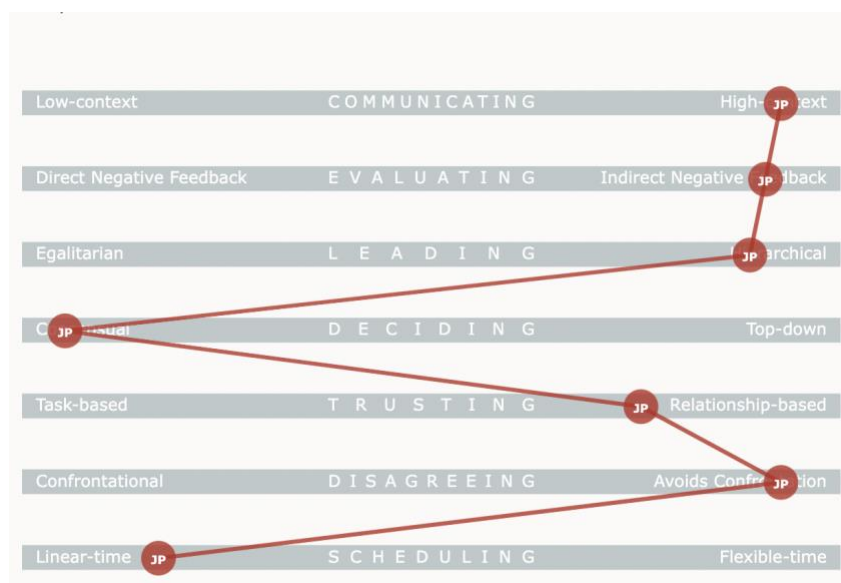
8. PERSUADING

How people persuade others

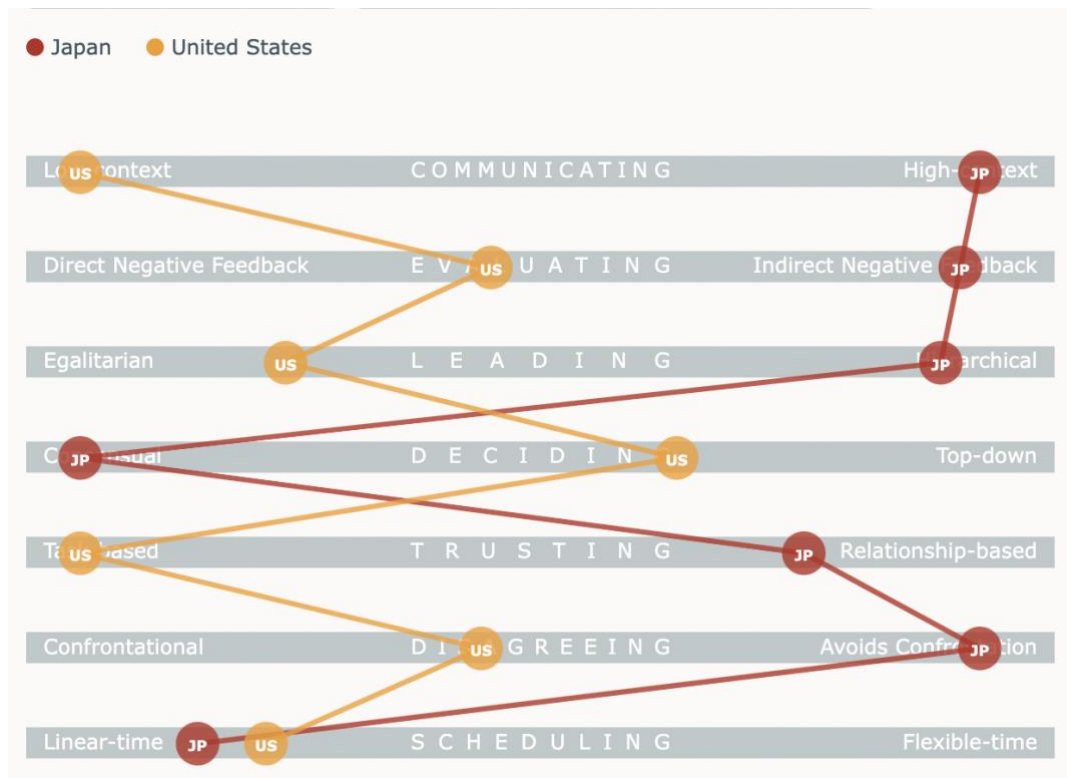
Principles First: People are trained to explain the theory or context before their final conclusion or opinion. In emails, presentations, or reports, it's better to start by composing a theoretical argument before stating the conclusion.

Applications First: People are trained to start with the main conclusion, facts, or opinion before they explain the theory or explanations. In an email, presentation, or report, it's better to be clear about the main point first and then give more details later if necessary.

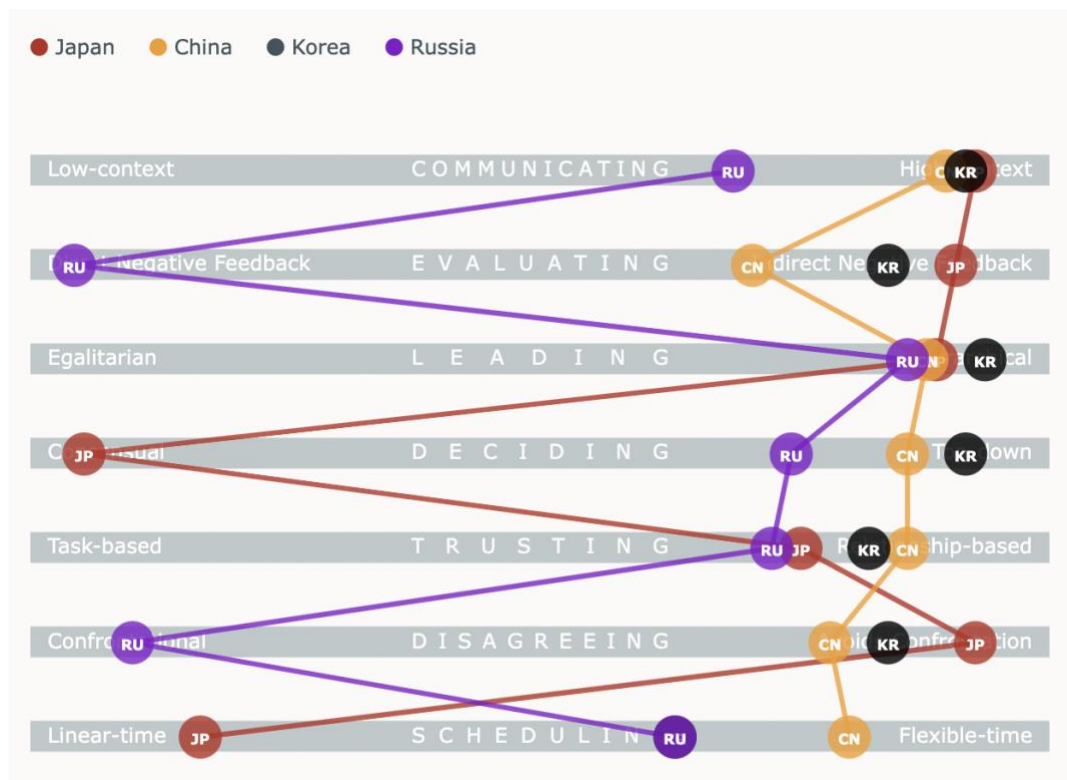
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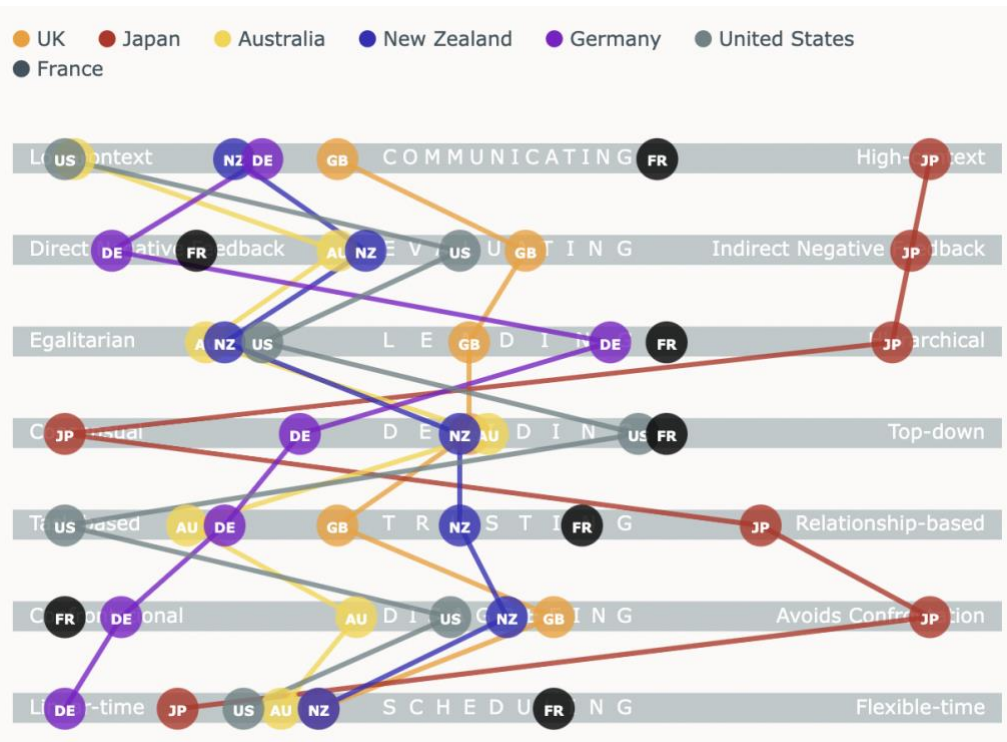
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