

Table of Contents

	Preface	9
Chapter 1	Culture, Communication and Global Citizenship	12
1.1	What is Culture? Visible and Invisible Culture	14
1.2	Definition of Culture	15
1.3	Cultural Programming.....	16
1.4	Culture and Subcultures	17
1.5	Intercultural Communication.....	18
1.6	Noise. What Exactly is Communication Noise?	19
1.7	TOPOI Model, Intervention for Cultural Noise.....	20
1.8	Global Citizenship.....	25
1.8.1	Definition	25
1.8.2	Teaching Global Citizenship	26
1.8.3	Global Citizenship Competencies	28
1.8.4	What does it mean in practice?	29
1.9	Assignments.....	32
Chapter 2	Working with Hall's Key Concepts of Cultural Differences	36
2.1	Communication: High and Low Context	38
2.1.1	Low Context.....	38
2.1.2	High Context	39
2.1.3	Misunderstanding caused by too little or too much Context	41
2.1.4	High and Low Context Countries.....	42
2.1.5	High and Low Context Subcultures	43
2.1.6	Can we Communicate High as well as Low Context? Yes	43

	2.2	Monochronic and Polychronic Time	46
	2.2.1	Monochronic Cultures	47
	2.2.2	Polychronic Cultures	47
	2.2.3	How to Succeed by Being both Monochronic and Polychronic.....	48
	2.3	Personal Space.....	48
	2.3.1	Dealing with Differences in Personal Space.....	49
	2.4	Fast and Slow Messages.....	51
	2.5	Fast and Slow Information Flow.....	54
	2.5.1	Slow Information Flow	54
	2.5.2	Fast Information Flow	55
	2.6	Action Chains.....	56
	2.7	Assignments – Cultural Profile according to Hall’s Key Concepts.....	58
Chapter	3	Working with Kluckhohn’s Variations in Value Orientations.....	60
	3.1	Dominating, in Harmony with or Subjugated to Nature....	62
	3.2	Past, Present and Future Orientation.....	64
	3.3	Doing or Being Cultures: Task or Relation Orientation.....	65
	3.4	Individualism and Collectivism	66
	3.4.1	Individuals, Collateral Groups and Hierarchical Groups.....	67
	3.4.2	Individualism, Collectivism and David Pinto’s F- and C-Cultures	69
	3.5	Is Space Private or Public?	70
	3.6	Human Nature.....	72
	3.7	Pinto’s 3 Step Method.....	73
	3.8	Assignments.....	75
Chapter	4	Working with Hofstede’s 6 Dimensions of Culture... 78	
	4.1	Power Distance.....	80
	4.2	Individualism.....	82
	4.3	Masculinity and Femininity	87
	4.4	Uncertainty Avoidance.....	88
	4.5	Long-Term and Short-Term Orientation	92
	4.5.1	Long-Term Orientation (LTO)	92
	4.5.2	Short-Term Orientation	93
	4.5.3	A Note on the Long-Term Orientation Scores	93
	4.6	Indulgence and Restraint.....	94

	4.7	Country Scores on Hofstede's Six Dimensions of Culture..	95
	4.8	Assignments.....	98
Chapter	5	Cultural Synergy: Trompenaars' 7 Dimensions and Cultural Reconciliation.....	100
	5.1	Universalism – Particularism. Rules or Relationships?....	102
	5.2	Individualism and Communitarianism.....	104
	5.3	Emotions: Neutral and Affective.....	104
	5.4	Involvement: Specific and Diffuse	106
	5.4.1	What can go wrong when Specific meets Diffuse?.....	108
	5.5	Status: Achieved and Ascribed	111
	5.6	Time.....	115
	5.7	Attitudes towards the Environment.....	115
	5.8	Reconciliation: from Vicious Circle to Virtuous Circle	116
	5.9	Three steps to Cultural Synergy.....	121
	5.9.1	Cultural Avoidance.....	122
	5.9.2	Cultural Dominance.....	122
	5.9.3	Cultural Accommodation	122
	5.9.4	Cultural Compromise.....	123
	5.9.5	Cultural Synergy.....	123
	5.10	Assignments.....	125
Chapter	6	The Growth Process in Intercultural Sensitivity	128
	6.1	Denial.....	131
	6.1.1	Strategies for moving on from the denial stage....	131
	6.2	Defence.....	133
	6.2.1	Strategies for moving on from the defence stage ..	133
	6.3	Minimization	135
	6.3.1	Strategies for moving on from the minimization stage.....	135
	6.4	Acceptance	137
	6.4.1	Strategies for moving on from the acceptance stage.....	137
	6.5	Adaptation.....	139
	6.5.1	Strategies for developing even further when you are in adaptation.....	139
	6.6	Integration/Intercultural Competence	141
	6.7	Assignment: Intercultural Sensitivity Role Play.....	142

Chapter 7	Culture Shock While Studying Abroad	144
7.1	Culture Shock. What is it?	146
7.2	What are the Stages of Culture Shock?	146
7.3	Pre-Departure Stage	148
7.4	The Vacation Stage	149
7.5	The Angry Stage	150
7.6	Adjustment Stage and Strategies	151
7.7	Re-entry Shock	151
7.8	Re-entry Shock and International Careers	153
7.9	Assignments	155
Chapter 8	Multicultural Teams and Global Leadership	156
8.1	Managing Diversity in Teams	158
8.2	Multicultural Teams' Strengths, Weaknesses and Conditions for Excellence	160
8.2.1	What are the Strengths of Multicultural Groups?	160
8.2.2	Weaknesses in Multicultural Teams	162
8.2.3	What are the conditions for multicultural team effectiveness?	162
8.3	Multicultural Teams during the Stages of Group Formation	162
8.4	Global Leadership: the GLOBE Project	164
8.5	GLOBE Dimensions or Cultural Competencies	165
8.5.1	As it is and how it should be	167
8.6	GLOBE Leadership Clusters	167
8.7	GLOBE Leadership and Values	169
8.8	Assignments	171
	About the Authors	176
	About the Illustrator	178
	Bibliography	179