

STICK TO PCM IN A MULTICULTURAL ENVIRONMENT

Visible and Invisible Differences

COMMUNICATING

The communication scale represents the question: „What is good communication?“. It measures the preference for clarity and explicitness versus subtle and layered communication.

Low Context vs. High Context

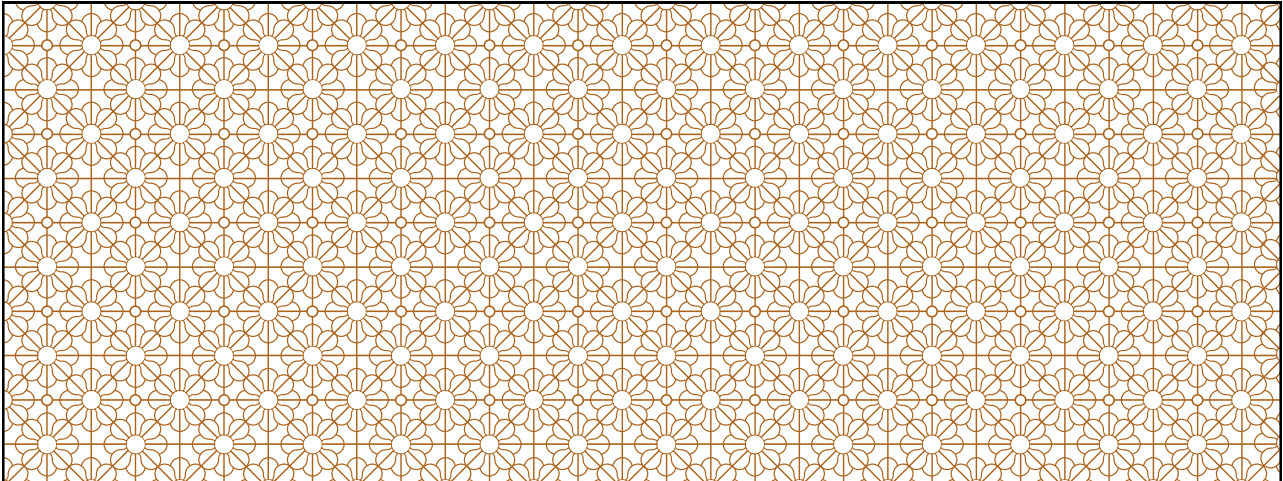
COMMUNICATING

Low-Context	Good communication is precise, simple and clear. Messages are expressed and understood at face value. Repetition is appreciated if it helps clarify the communication. Accountability for accurate transmission of the message is placed on the communicator.
High-Context	Good communication is sophisticated, nuanced and layered. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed. Responsibility for transmission of the message is shared between the one sending the message and the one receiving it.

OUR CULTURE(S)

The culture in which we grow up has a profound impact on how we see the world.

In any given culture, members are conditioned to understand the world in a particular way, to see certain communication patterns as effective or undesirable, to find certain ways of making decisions or measuring time „natural“ or „strange“.

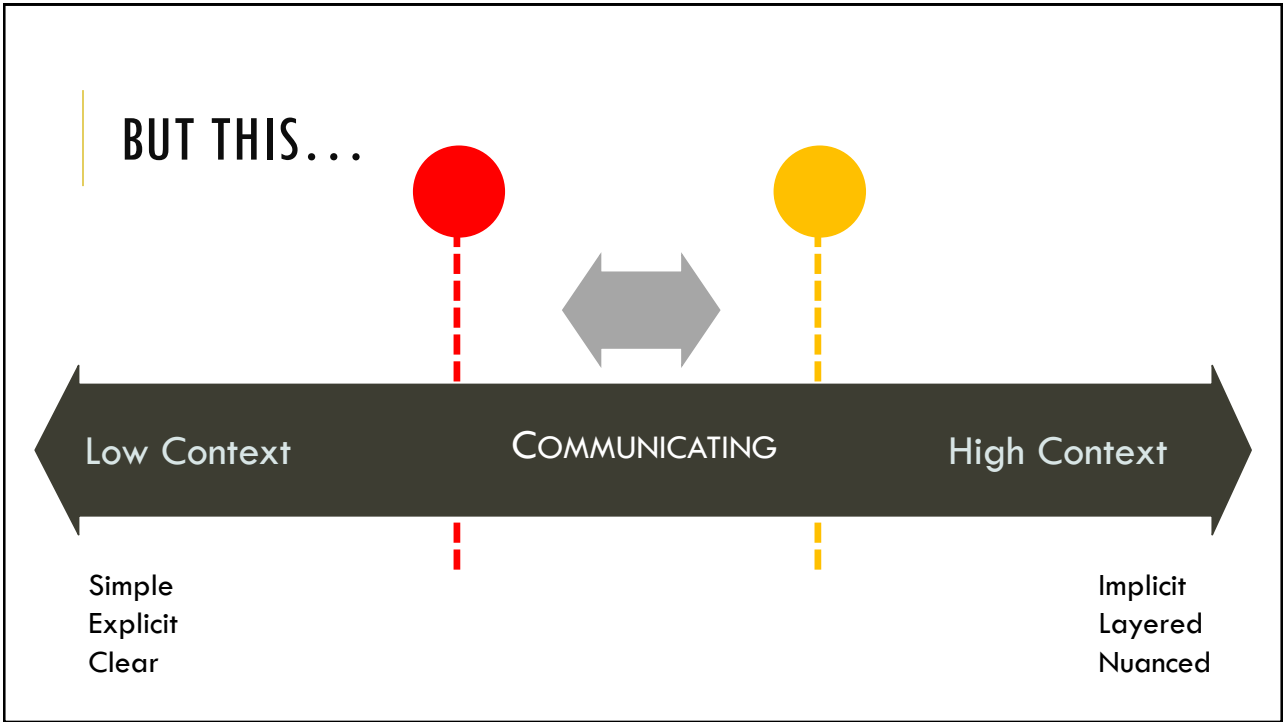


SCALES

It's all about relativity

NOT THIS...





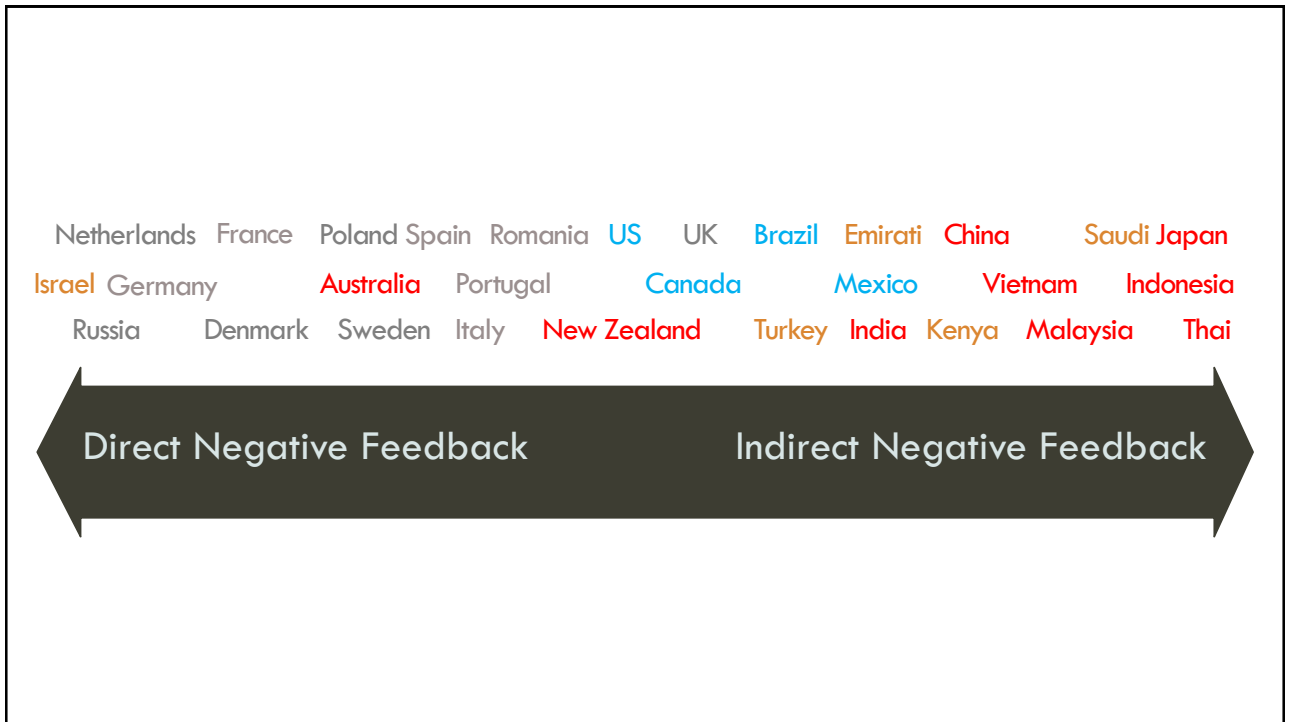
EVALUATING

There is a difference between communication and feedback. The evaluation scale represents the question: „What is constructive Feedback?“. It measures the preference for frank versus diplomatic negative feedback

Direct negative feedback vs. Indirect negative feedback

EVALUATING

Direct negative feedback	Negative Feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used when criticizing. Criticism may be given to an individual in front of a group.
Indirect negative feedback	Negative Feedback to a colleague is provided softly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used when criticizing. Criticism is given only in private.



BRITISH AIRWAYS 747

“Ladies and gentlemen, this is your captain speaking. We have a small problem. All four engines have stopped. We are doing our damndest to get them going again. I trust you are not in too much distress.” - Captain Eric Moody

Up-graders:	Down-graders:
Definitely	Sort of
Very	Kind of
Certainly	Maybe
Clearly	Pretty Much
In Fact	I Guess

ABOUT THE WORKSHOP

The workshop was designed to look at our experiences across cultures with our “PCM glasses”.

Consequently the slides presented present specific aspects of cultures (i.e. the “How” of cooperation within cultures). Participants were invited to discuss how cultural differences might become visible through PCM Stress Sequences.

The scales used are based on the work done by Erin Meyer.

Please feel welcome to contact me if you have a question on the subject.

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