

SD5906

Globalization in
New Media Design and Technology

Culture-Driven Negotiation Styles

School of Design

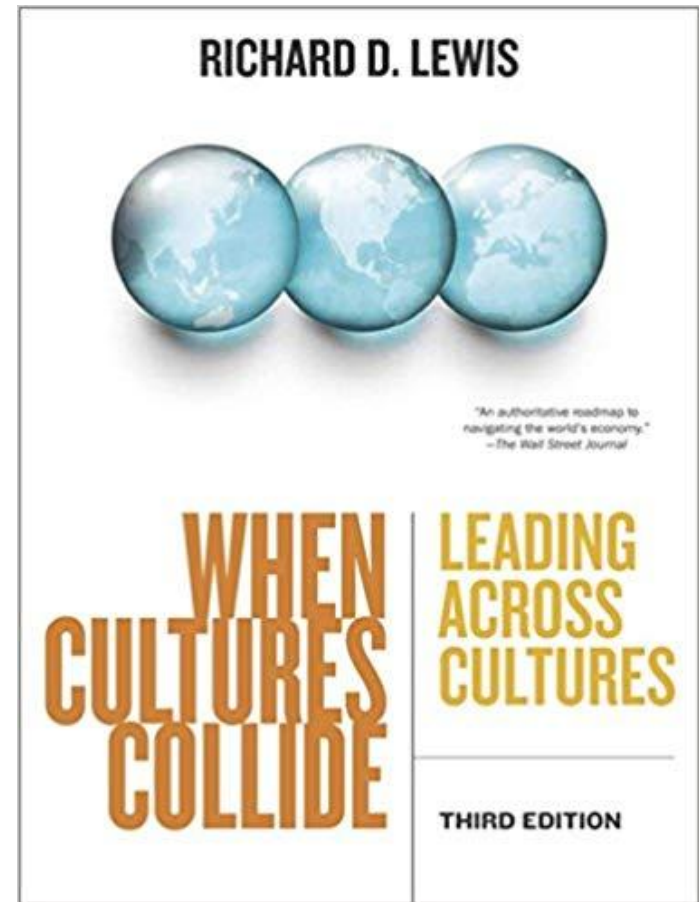
The Polytechnic University of Hong Kong

IMPORTANT

Please sit with the members
of your final group project

The Lewis Cultural Model

- Richard D. Lewis was a very well-traveled businessman
- He visited 130+ countries
- He worked in 20+ countries
- His model summarizes his perceptions of other cultures



The Lewis Model: 3 Three Corners

LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
Talks half the time	Talks most of the time	Listens most of the time
Does one thing at a time	Does several things at once	Reacts to partner's action
Plans ahead step by step	Plans grand outline only	Looks at general principles
Polite but direct	Emotional	Polite, indirect
Partly conceals feelings	Displays feelings	Conceals feelings
Confronts with logic	Confronts emotionally	Never confronts
Dislikes losing face	Has good excuses	Must not lose face
Rarely interrupts	Often interrupts	Doesn't interrupt
Job-oriented	People-oriented	Very people-oriented
Sticks to facts	Feelings before facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth
Sometimes impatient	Impatient	Patient
Limited body language	Unlimited body language	Subtle body language
Respects officialdom	Seeks out key person	Uses connections
Separates the social and professional	Mixes the social and professional	Connects the social and professional

<https://www.crossculture.com/the-lewis-model-dimensions-of-behaviour>

The Essence of the Types

- **Linear-Actives** are task oriented and highly organized planners who complete action chains by doing one thing at a time, preferably in accordance with a linear agenda or plan.
- **Multi-Actives** are emotional, loquacious and impulsive people who attach great importance to family, feelings, relationships, and people in general. They like to do many things at the same time and are poor followers of agendas.
- **Reactives** are good listeners, who rarely initiate action or discussion, preferring first to listen to and establish the other's position, then react to it and form their own opinion and position.

Summary of Points

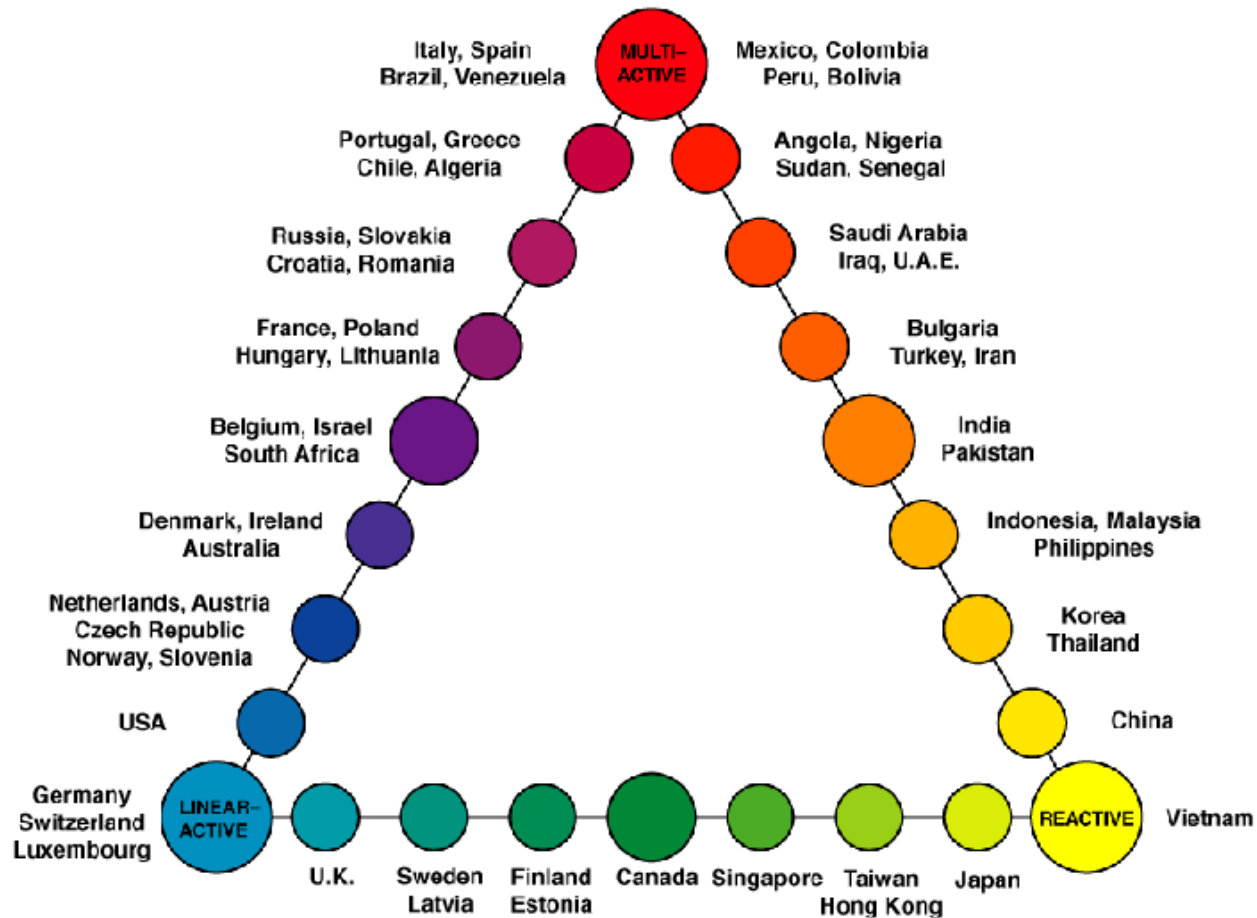
	Linear-active	Multi-active	Re-active
<i>Focus</i>	Results	Relationship	Harmony
<i>Talks</i>	Half	Most	Little
<i>Tasks</i>	Sequential	Parallel	Responsive
<i>Plans</i>	Stepwise	Outline	Principles
<i>Politeness</i>	Mostly	Sometimes	Always
<i>Challenge</i>	Logical	Emotional	Indirect
<i>Emotion</i>	Ignored	Expressed	Suppressed
<i>Communication</i>	Written	Verbal	Face-to-face
<i>Body language</i>	Restrained	Open	Subtle

Where The Corners Are



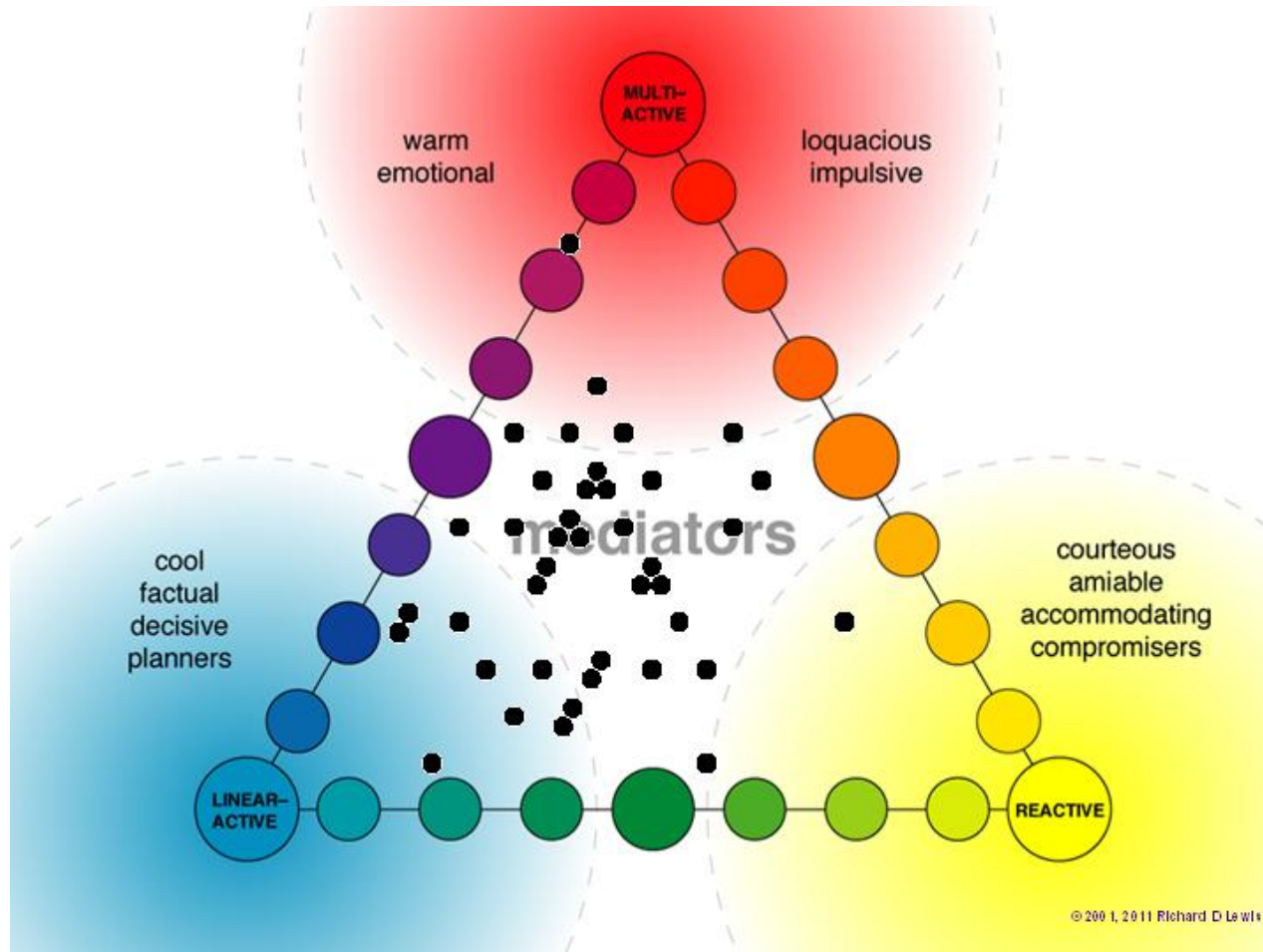
© 2001, 2011 Richard D Lewis

Where The Countries Sit

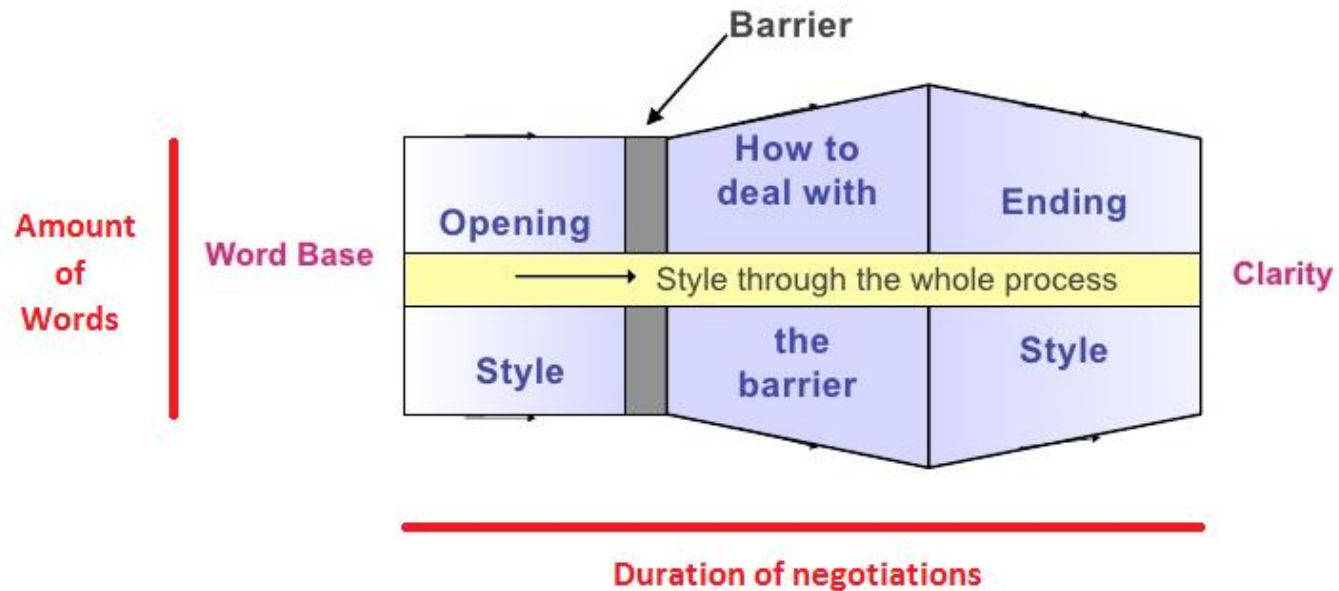


© 2001, 2011 Richard D Lewis

Where The Personalities Sit



How To Use The Lewis Model

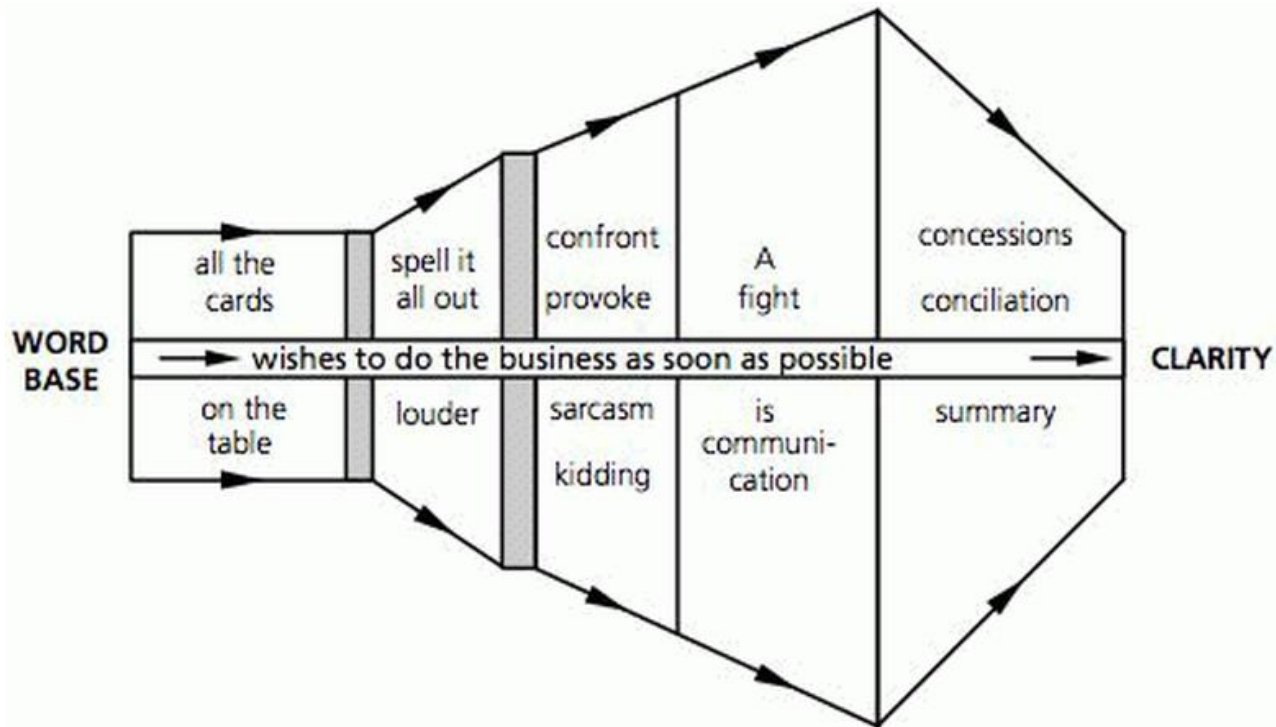


<https://www.slideshare.net/sinauonline/leading-successfully-across-cultures>

Country Models

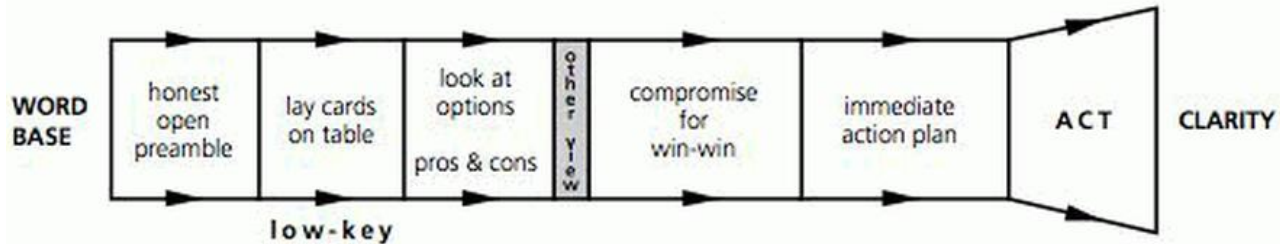
How Very Different We Look!

American



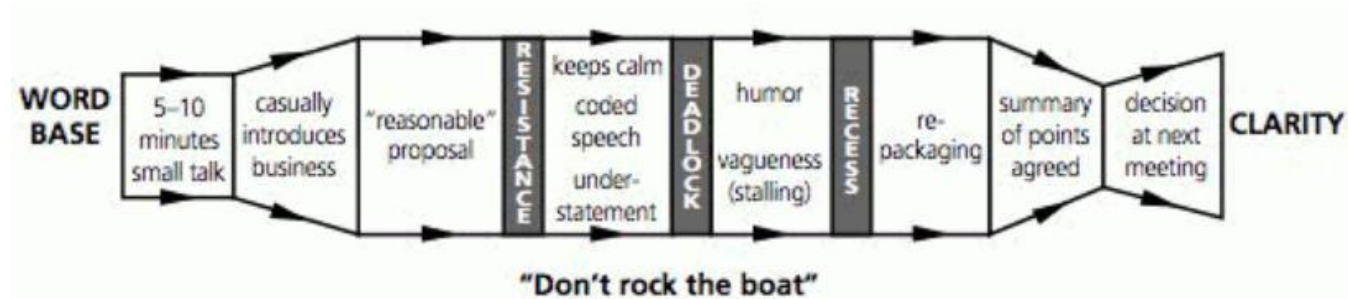
Americans lay their cards on the table and resolve disagreements quickly with one or both sides making concessions.

Canadian



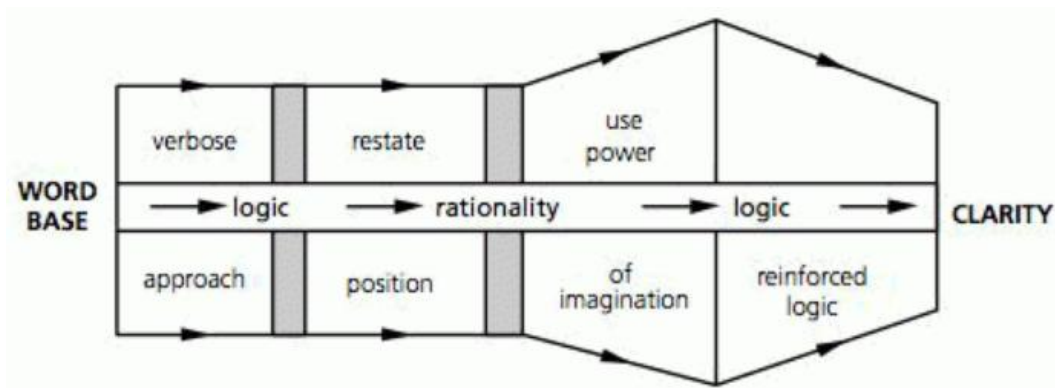
Canadians are inclined to seek harmony but are similar to Americans in their directness.

English



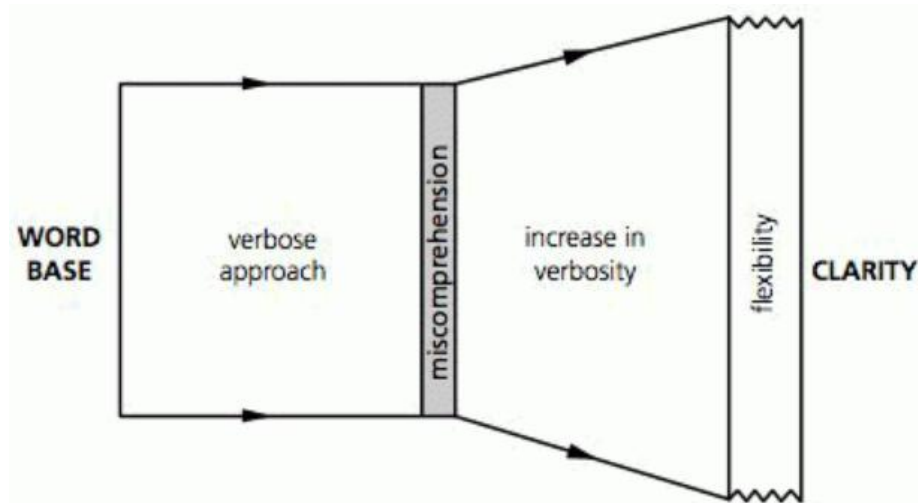
The English tend to avoid confrontation in an understated, mannered, and humorous style that can be either powerful or inefficient.

French



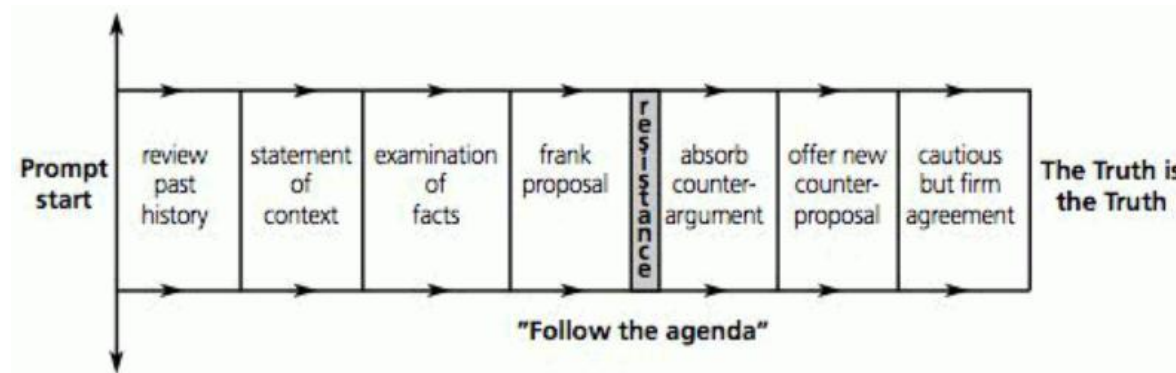
The French tend to be ready for a vigorous, logical debate.

Italian



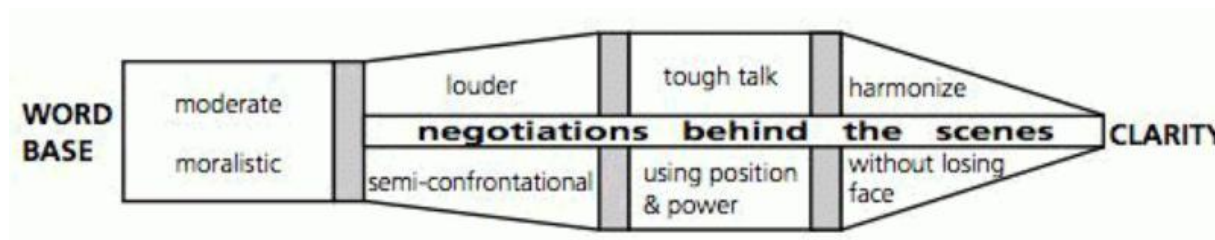
Italians regard their language as an instrument of eloquence and often take a verbose, flexible approach to negotiations.

German



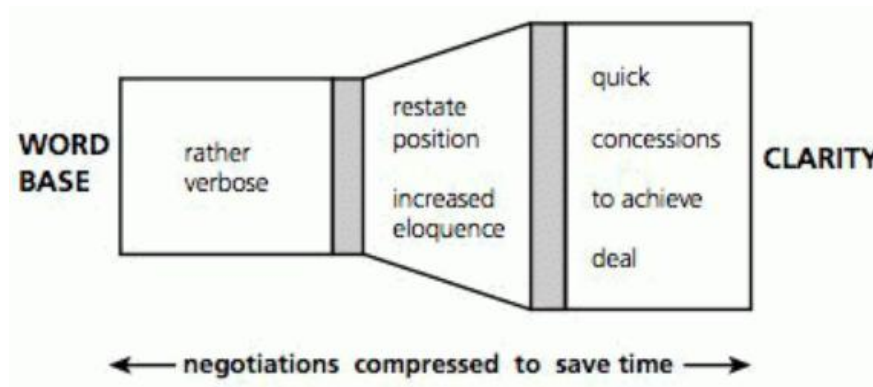
Germans rely on logic but tend to amass more evidence and belabor their points more than either the British or the French.

China



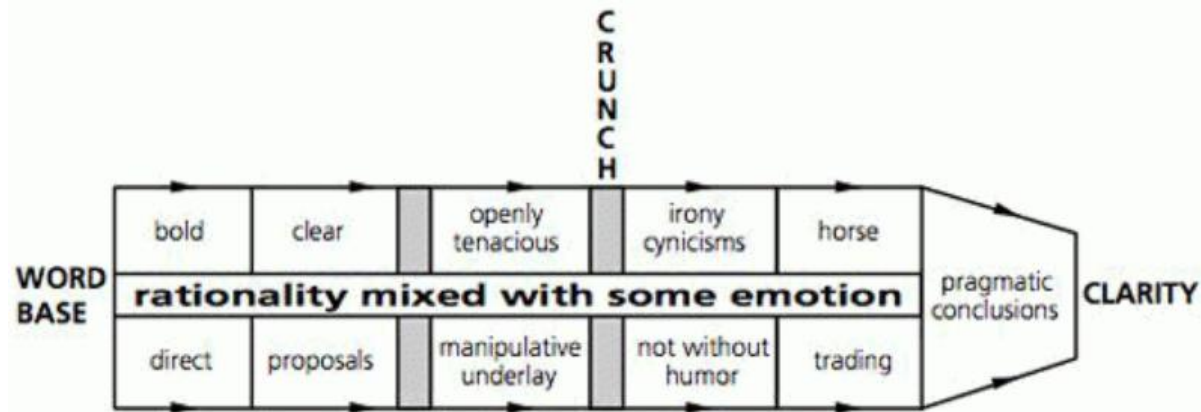
The Chinese tend to be more direct than the Japanese and some other East Asians. However, meetings are principally for information gathering, with the real decisions made elsewhere.

Hong Kong



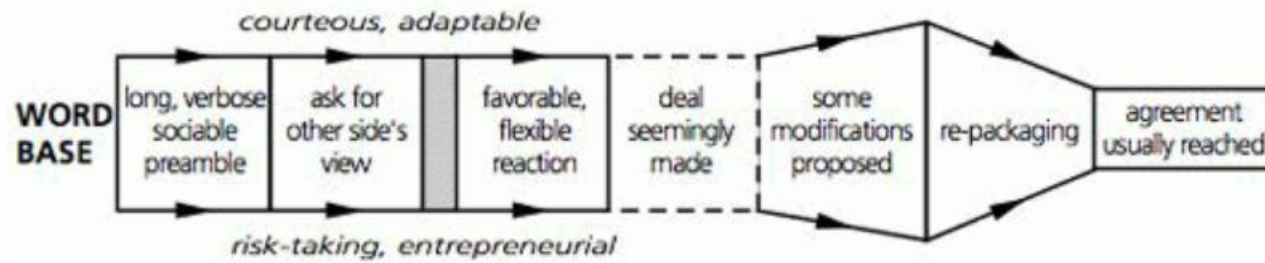
People in Hong Kong negotiate much more briskly to achieve quick results

Israeli



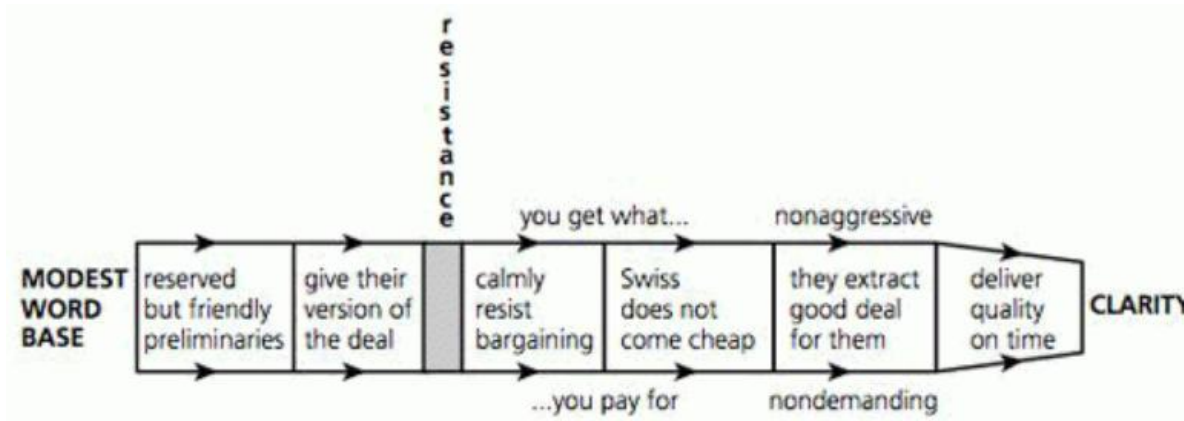
Israelis tend to proceed logically on most issues but emotionally on some.

Indian



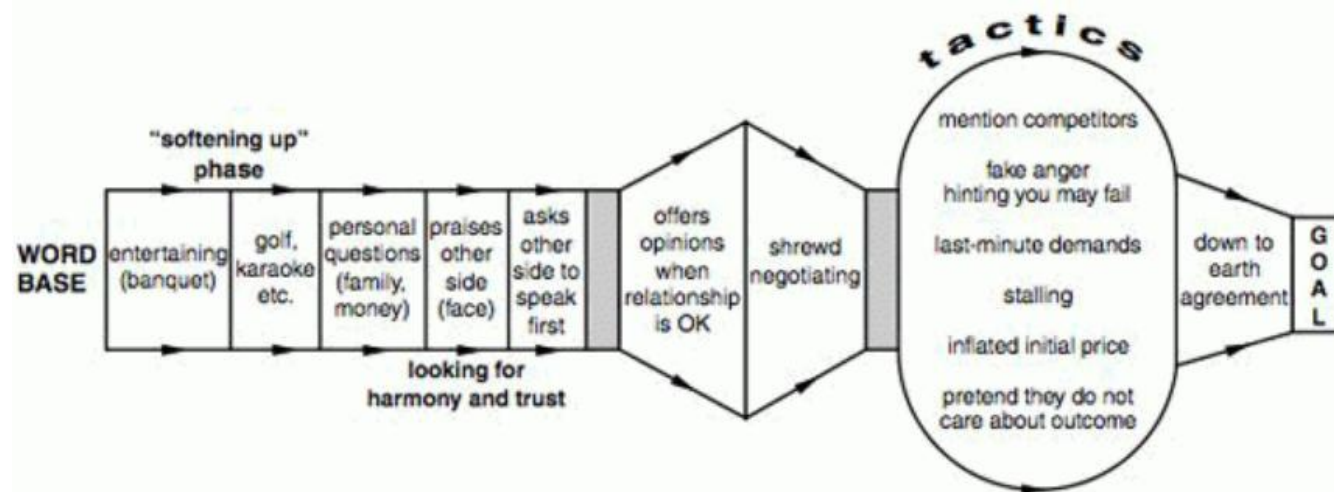
The Indians excel in ambiguity, and things such as truth and appearances are often subject to negotiation.

Swiss



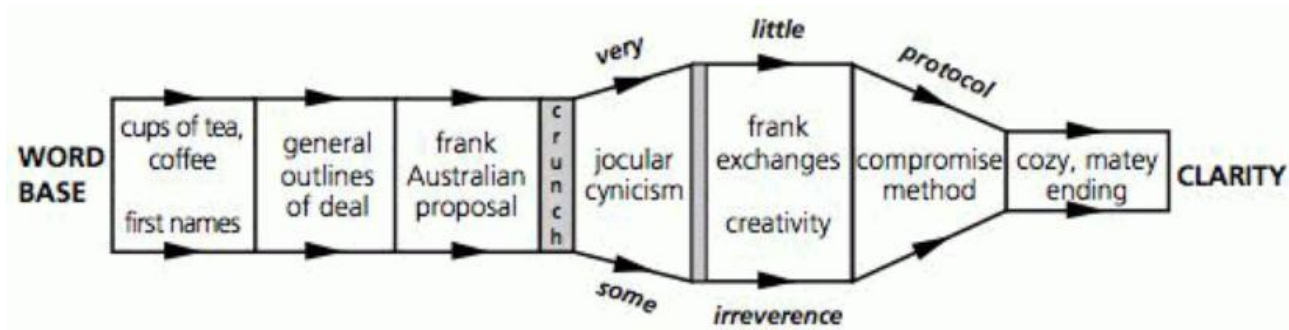
The Swiss tend to be straightforward, nonaggressive negotiators. They obtain concessions by expressing confidence in the quality and value of their goods and services.

Singaporean



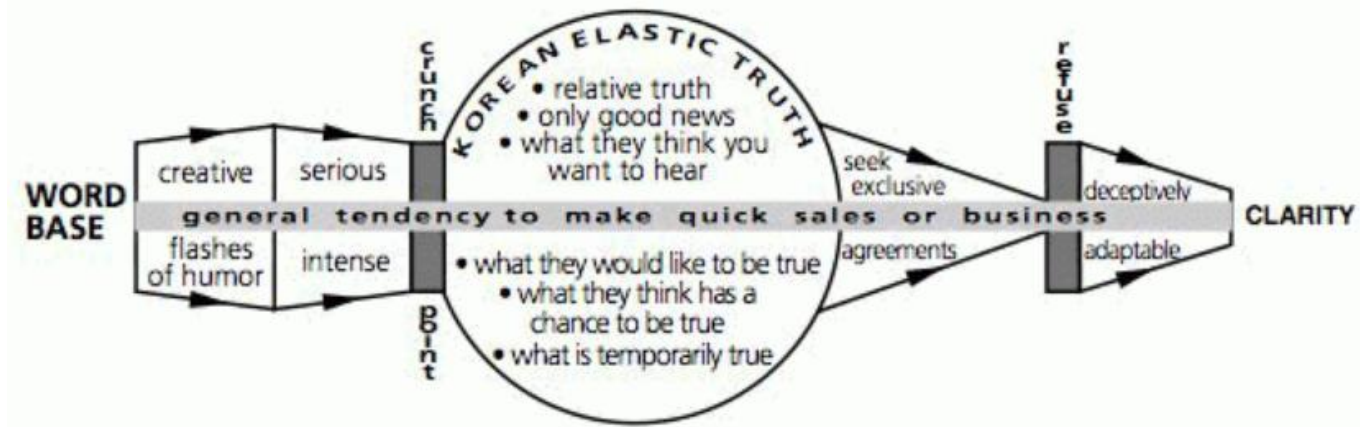
Singaporeans generally take time to build a relationship, after which they can be shrewd negotiators.

Australian



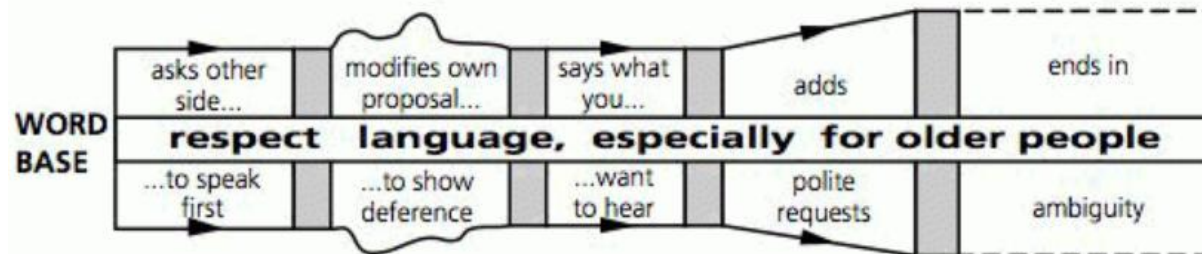
Australians tend to have a loose and frank style.

Korean



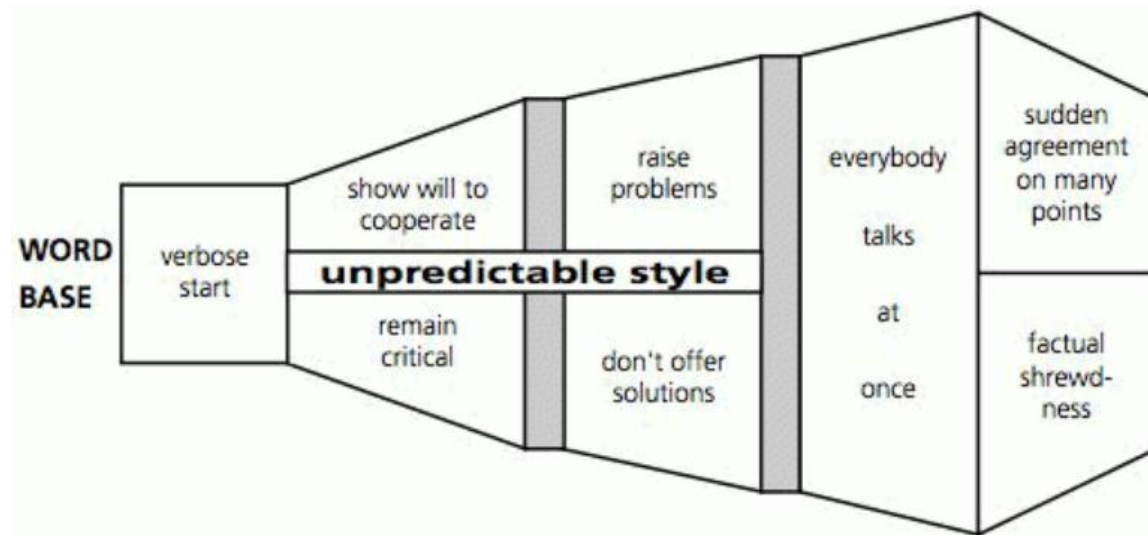
Koreans tend to be energetic conversationalists who seek to close deals quickly, but who also occasionally stretch the truth.

Indonesian



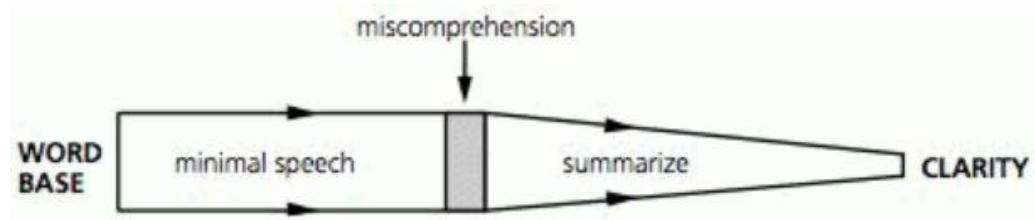
Indonesians tend to be deferential conversationalists, sometimes to the point of ambiguity.

Hungarian



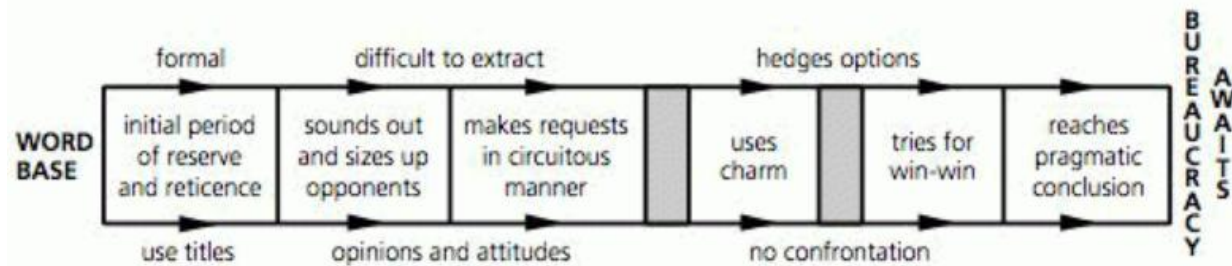
Hungarians value eloquence over logic and they are unafraid to talk over each other.

Finnish



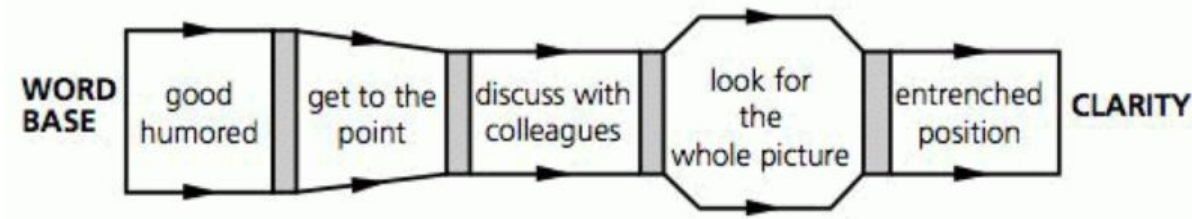
Finns value concise compactness

Bulgarian



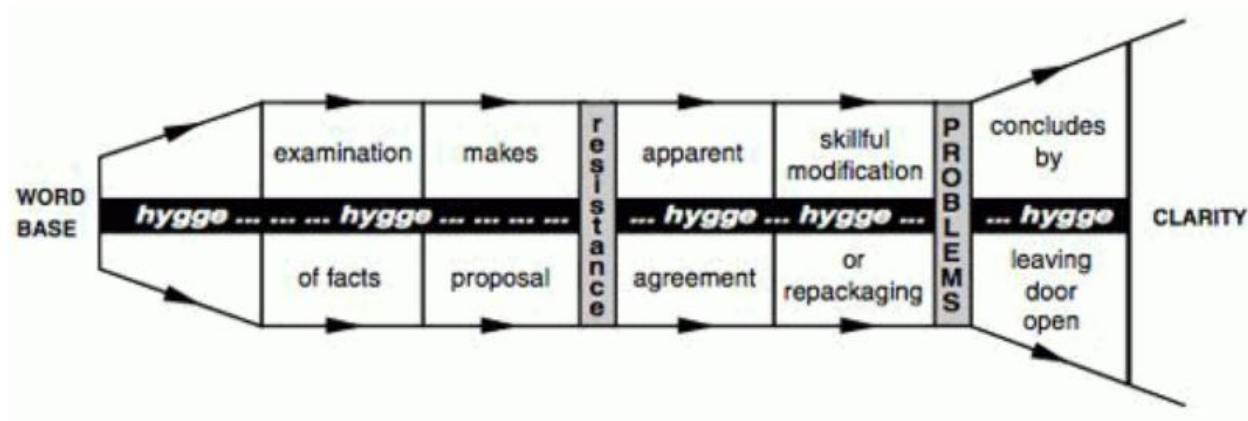
Bulgarians may take a circuitous approach to negotiations before seeking a mutually beneficial resolution, which will often get screwed up by 3rd parties, like bureaucracy.

Norwegian



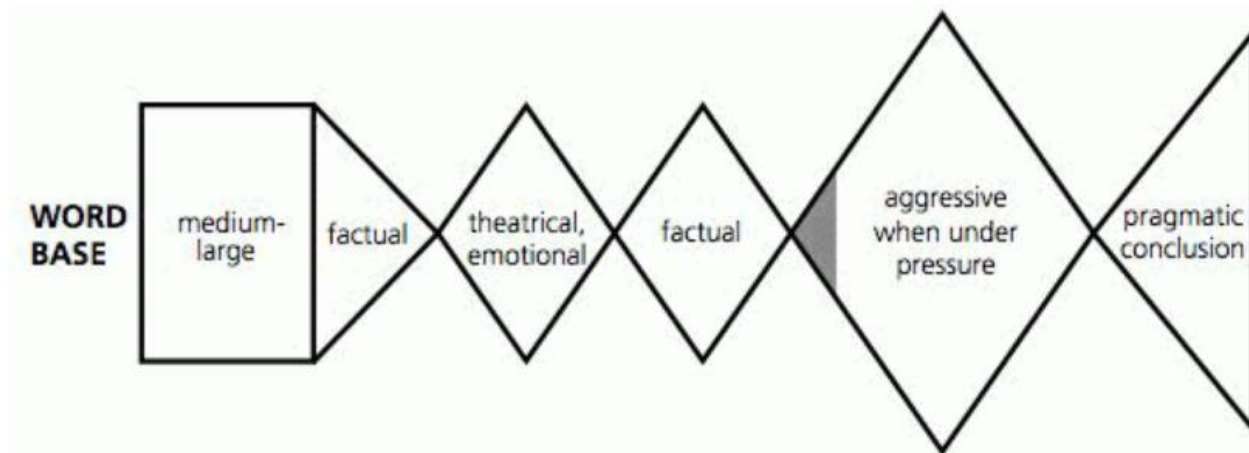
Norwegians fall somewhere in between Swedes and Finns. Finns value concise compactness, and Swedes enjoy wide-ranging discussions.

Danish



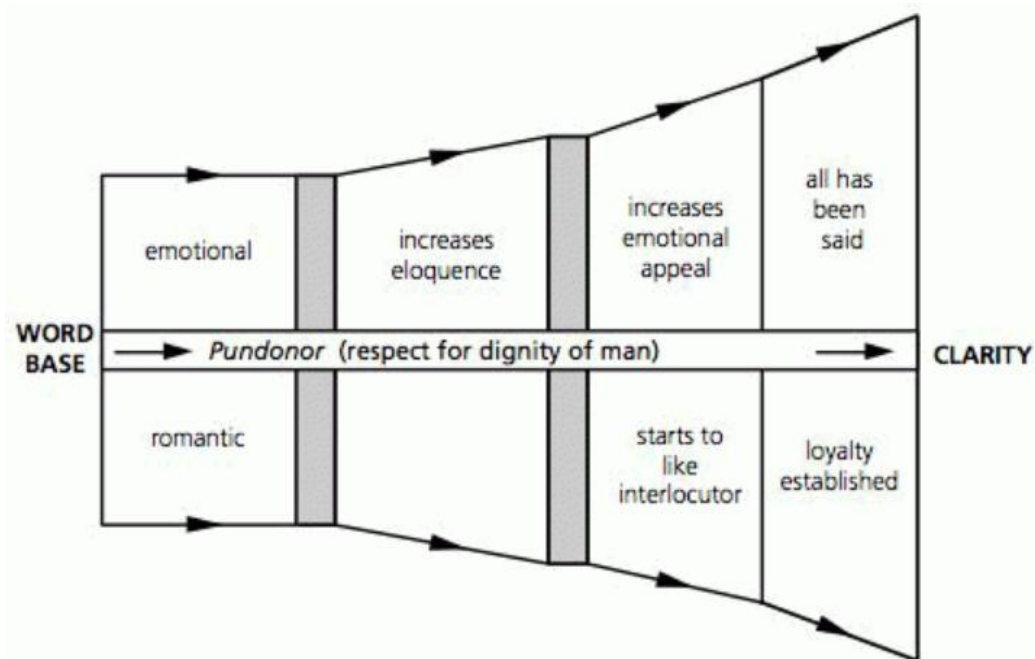
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Polish



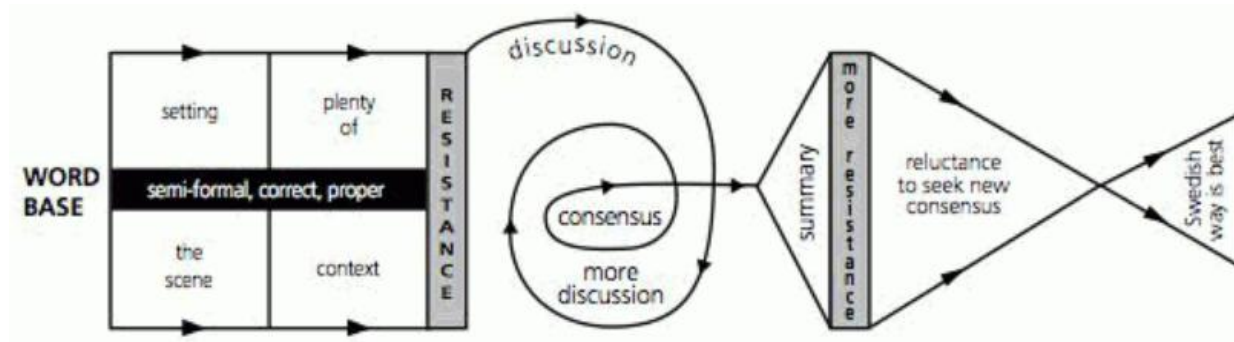
Poles often have an enigmatic communication style. It can vary from a matter-of-fact and pragmatic style to a wordy, sentimental, romantic approach.

Spanish



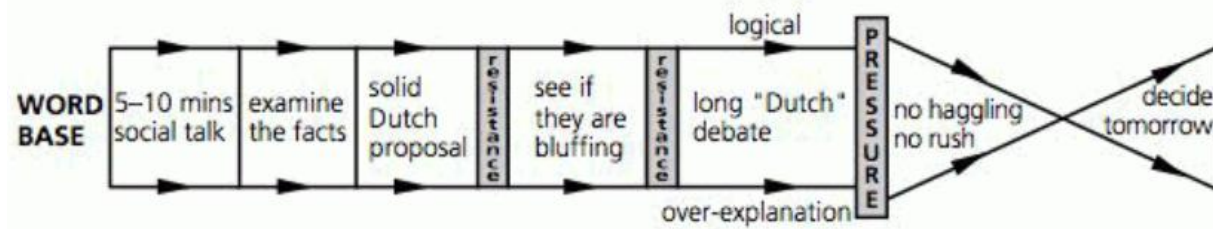
When given the choice, Spaniards opt for maximum linguistic expressiveness.

Swedish



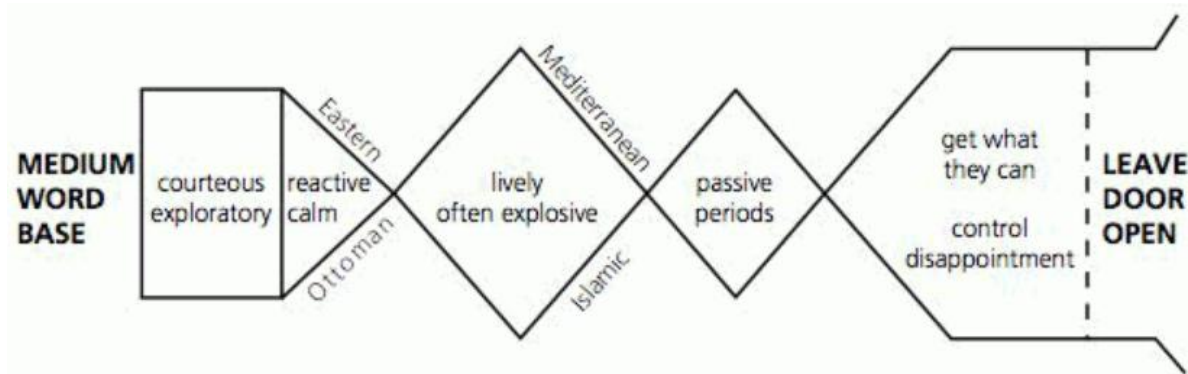
Among the Nordic countries, Swedes are the most prone to have wide-ranging discussions.

Dutch



The Dutch are focused on facts and figures but are also great talkers. They rarely make final decisions without a long debate that sometimes flirts with over-analysis.

Turkish



The Turks can be skeptical, but generally think the best of people and they are rarely unreasonable unless they feel that they are being cheated.

Questions?

Discussion

AND NOW....

The Closing Game!