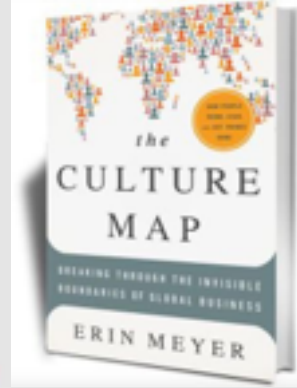


Communicati
ng
Evaluating
Persuading
Leading
Deciding
Trusting
Disagreeing
Scheduling



Warmer: Things in common

- Get into groups of 3 to 5
- Come up with 5 things you have in



Role Playing Scenarios

**Talking to someone
who seems
disengaged in tasks**

The background of the slide features silhouettes of four people in an office environment. On the left, a person is seated at a desk, facing away from the camera. In the center, two people are standing and facing each other. On the right, a person is seated in an office chair, facing towards the center. The silhouettes are rendered in a dark blue color against a light gray background.

Role Playing Scenarios

The background of the slide features silhouettes of four people in a meeting. On the left, a person is seated, facing away from the camera. In the center, two people are standing and facing each other. On the right, a person is seated in an office chair, facing towards the center. The silhouettes are rendered in a dark teal color.

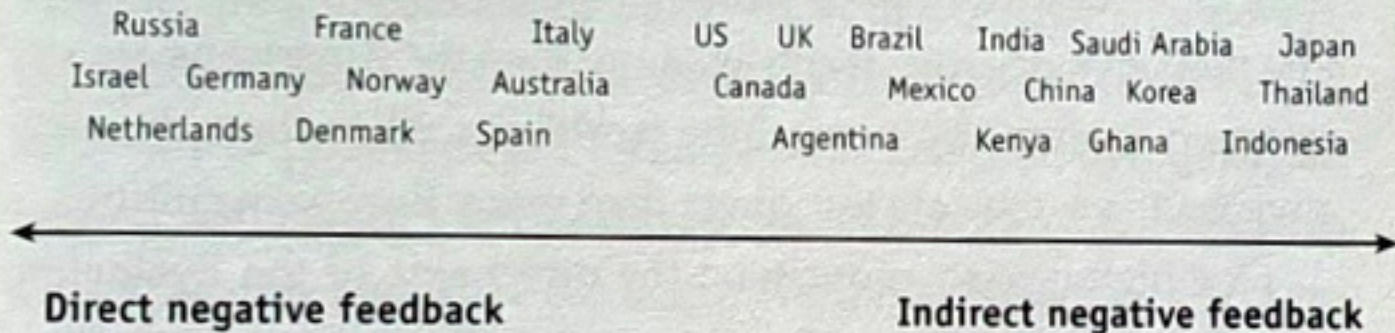
**Talking with
someone who isn't
getting along with
someone else**

Role Playing Scenarios

**Talking to someone
about their
performance**

The background of the slide features a stylized illustration of four people in a meeting. On the left, a man in a dark suit sits on a stool, facing right. Next to him is a woman in a teal dress, also facing right. In the center is another woman in a light teal dress, facing left. On the right, a man in a dark suit sits in an office chair, facing left. The silhouettes are rendered in shades of teal and dark blue against a light gray background.

FIGURE 2.2. 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 (totally inappropriate, completely unprofessional) 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, subtly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing. Criticism is given only in private.



Eight scales

— France — Germany — China — Japan

1. Communicating

Low-context

High-context

2. Evaluating

Direct

Indirect

negative

negative

feedback

feedback

3. Persuading

Principles-first

Applications-first

4. Leading

Egalitarian

Hierarchical

5. Deciding

Consensual

Top-down

6. Trusting

Task-based

Relationship-based

7. Disagreeing

Confrontational

Avoids confrontation

8. Scheduling

Linear-time

Flexible-time

Source: "The Culture Map" Public Affairs 2014

SCMP

Anglo-EU Translation Guide

What the British say	What the British mean	What others understand
I hear what you say	I disagree and do not want to discuss it further	He accepts my point of view
With the greatest respect...	I think you are an idiot	He is listening to me
That's not bad	That's good	That's poor
That is a very brave proposal	You are insane	He thinks I have courage
Quite good	A bit disappointing	Quite good
I would suggest...	Do it or be prepared to justify yourself	Think about the idea, but do what you like
Oh, incidentally/ by the way	The primary purpose of our discussion is...	That is not very important
I was a bit disappointed that	I am annoyed that	It doesn't really matter
Very interesting	That is clearly nonsense	They are impressed
I'll bear it in mind	I've forgotten it already	They will probably do it
I'm sure it's my fault	It's your fault	Why do they think it was their fault?
You must come for dinner	It's not an invitation, I'm just being polite	I will get an invitation soon
I almost agree	I don't agree at all	He's not far from agreement
I only have a few minor comments	Please re-write completely	He has found a few typos
Could we consider some other options	I don't like your idea	They have not yet decided

Reflection

I care why?

