

have a  
dream



**ERF:**

# **8. CULTURAL AWARENESS AND EXPRESSION**

**TOPIC NO. 3: Effective communication skills in  
intercultural contexts**

**Have a Dream**

*Duration: 7 hours*



**Co-funded by  
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# Project Consortium

## Coordinator:



## Partners:



Jordan Youth Innovation Forum  
الملتقى الأردني للإبداع الشبابي

# Project Details

**Title:** “Joint Development, Piloting, and Validation of Entrepreneurial Mindset and Key Skills Curricula and Training Materials for Third Countries”

**Acronym:** **EMSA** (Entrepreneurial Mindset and Skills for All)

**Agreement Number:** 101092477 – EMSA – ERASMUS-EDU-2022-CB-VET

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**Call for Proposals:** ERASMUS-EDU-2022-CB-VET

**Start Date:** 01.01.2023

**End Date:** 31.12.2025

## Training Aim

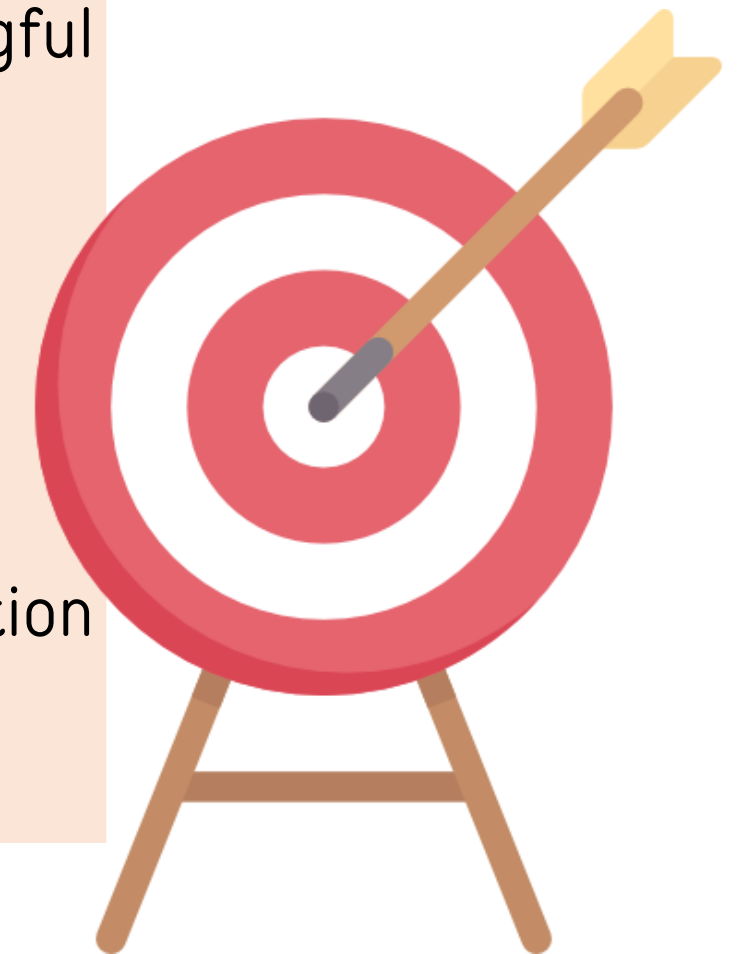
The aim of this workshop to cultivate a deeper understanding about the significance of cultural awareness and expression. By exploring the definitions of cultural heritage, and the importance of preserving cultural traditions, participants will develop a heightened awareness of the value that diverse cultural backgrounds bring to society.

Intercultural communication will also be a focal point of the workshop, participants will learn about the barriers to intercultural dialogue and discover strategies to foster respectful and meaningful interactions across cultural boundaries.

By the end of the workshop, participants will have:

The ability to effectively interact with people from different backgrounds.

- A sense of agency and the confidence to contribute positively to a more inclusive world.
- A broader understanding of global issues and the interconnectedness of cultures.
- Practical communication skills for working effectively in intercultural environments.
- Needed skills to overcome common communication barriers, and practice conflict resolution strategies that can be applied in diverse cultural contexts.



# 3. Effective communication skills in intercultural contexts

## Learning Outcomes

In terms of **knowledge**:

- *Define intercultural communication principles and learn about business communication on international communities and how technology affect intercultural dialogue.*

In terms of **skills**:

- *Apply effective communication techniques and overcome communication barriers in international communities.*

In terms of **competences**:

- *Implement strategies to overcome communication barriers in intercultural contexts, ensuring mutual understanding and respect in their interactions.*

# Training Route Map (*Competence Level*)

**Understanding the diversity of cultural expressions and the importance of cultural heritage**

**Cultural Diversity and How to ensure it**

**Effective communication skills in intercultural contexts**

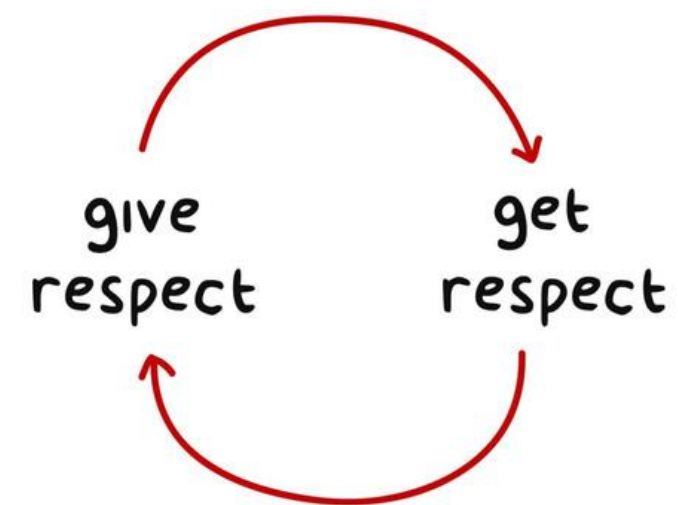


What ENTRECOMP  
competence is our  
training about?

# Training Rules



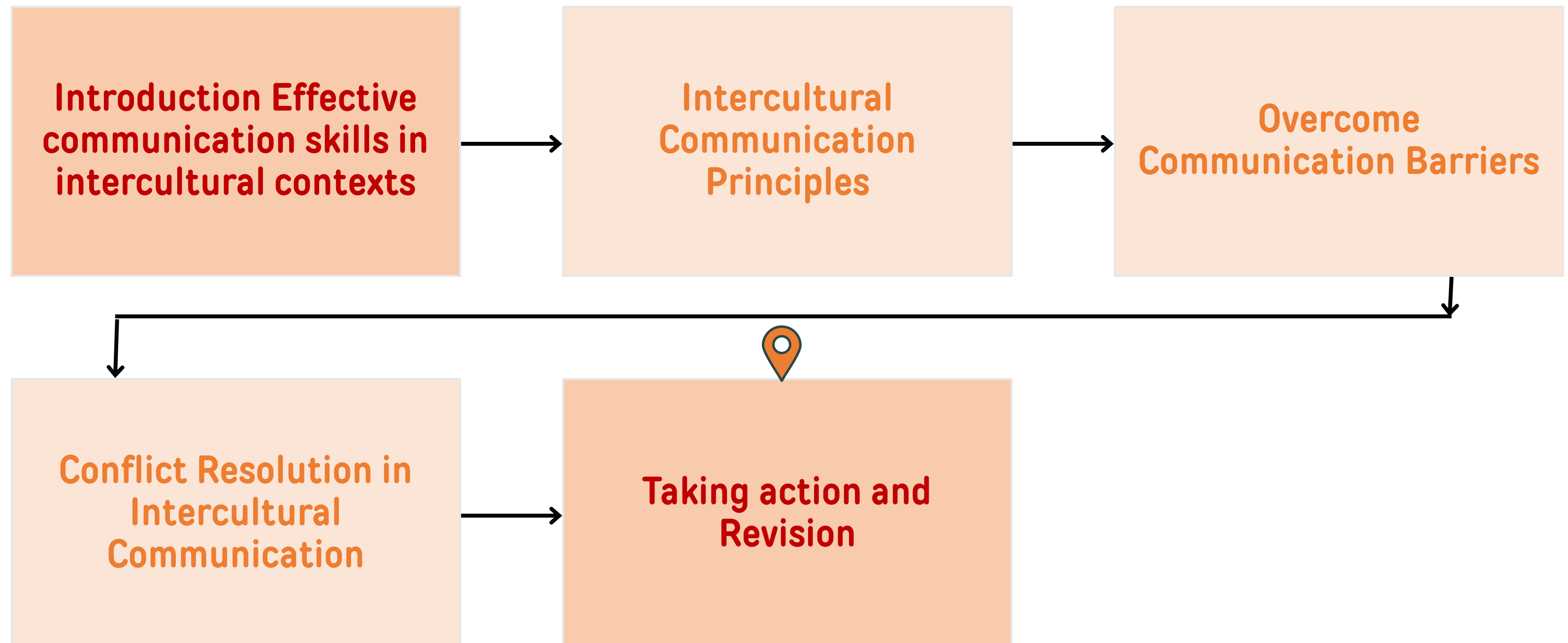
**Participation**



**YOUR  
OPINION  
MATTERS**



# Training Route Map



*“Culture is the software of the mind”*  
*Geert Hofstede*



# Introduction to Intercultural Communication

## what is intercultural communication ?

Intercultural communication is the ability to engage with people from different cultural backgrounds. It involves patience and sensitivity to differences such as language, customs, thought patterns, social norms, and behaviors.



# Intercultural Communication

People around the world share many common traits, but it is our cultural differences that shape how we communicate.

Effective communication involves sharing ideas and information through both verbal and non-verbal methods, making it important to understand social cues, body language, and etiquette.



# Intercultural Communication

Developing strong intercultural communication skills is essential for success in multicultural or international settings.

It strengthens relationships by encouraging open dialogue and mutual understanding across cultural boundaries.



# Examples

# Navigating Business Relationships

Understanding and respecting the social norms of different cultures is essential for successful business interactions.

For example:

- Americans often use small talk
- The British may incorporate humor
- Germans tend to be direct.
- In contrast, Thai culture is more open to personal questions, such as inquiries about marital status or occupation, which might be considered intrusive in Western contexts.





## Advertising Missteps

A common myth about the Chevrolet Nova's failure in Latin America stems from its name, which translates to 'no go' in Spanish.

However, the car was actually successful, as 'nova' also means 'new.'

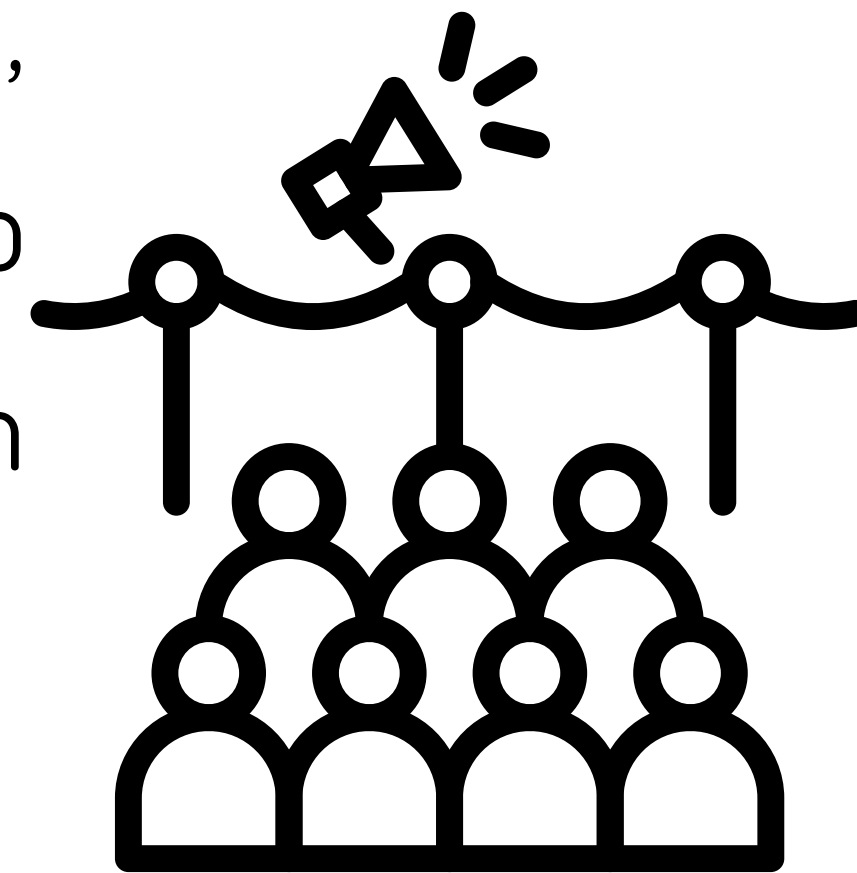
This misconception highlights how cultural nuances can impact perceptions in advertising.



## Public Relations and Media Events

When U.S. executives engage with international media or participate in events abroad, understanding the local language is important, but so is recognizing cultural nuances.

For example, in Japan, it is considered rude to point; instead, one should gesture politely in the direction they wish to indicate. Similarly, using "please" and "thank you" in India can come across as overly formal or disrespectful.



# Case Study



# The 2010 Copenhagen Climate Summit Miscommunication

At the 2010 United Nations Climate Change Conference in Copenhagen, negotiations faced challenges due to cultural misunderstandings between key delegations, particularly China and the United States. These miscommunications were rooted in differences in how each delegation approached negotiation and communication:

- Chinese Delegation: They preferred a more reserved and indirect communication style, avoiding public confrontation to maintain harmony.
- U.S. Delegation: They used a direct and transparent approach, expecting open and immediate discussions. The U.S. saw the indirectness of the Chinese team as avoidance, while China viewed the U.S. style as unnecessarily aggressive.

# The 2010 Copenhagen Climate Summit Miscommunication

The main issue was a mismatch in negotiation styles:

- China followed a flexible approach to scheduling and decision-making.
- The U.S. preferred clear timelines and rapid progress.

To address the situation, neutral mediators, who were familiar with both cultures, were brought in to facilitate private Discussion. These mediators helped both sides better understand each other's communication preferences, leading to more productive and respectful negotiations.

# The 2010 Copenhagen Climate Summit Miscommunication

Although the summit didn't result in a significant climate agreement, it highlighted an important lesson:

Cultural awareness is crucial in international diplomacy. Without it, differences in communication styles can cause frustration and stall progress. By understanding and respecting these differences, negotiations can be more successful, even in complex global discussion. This case emphasizes the power of effective intercultural communication to resolve misunderstandings and reach common ground.

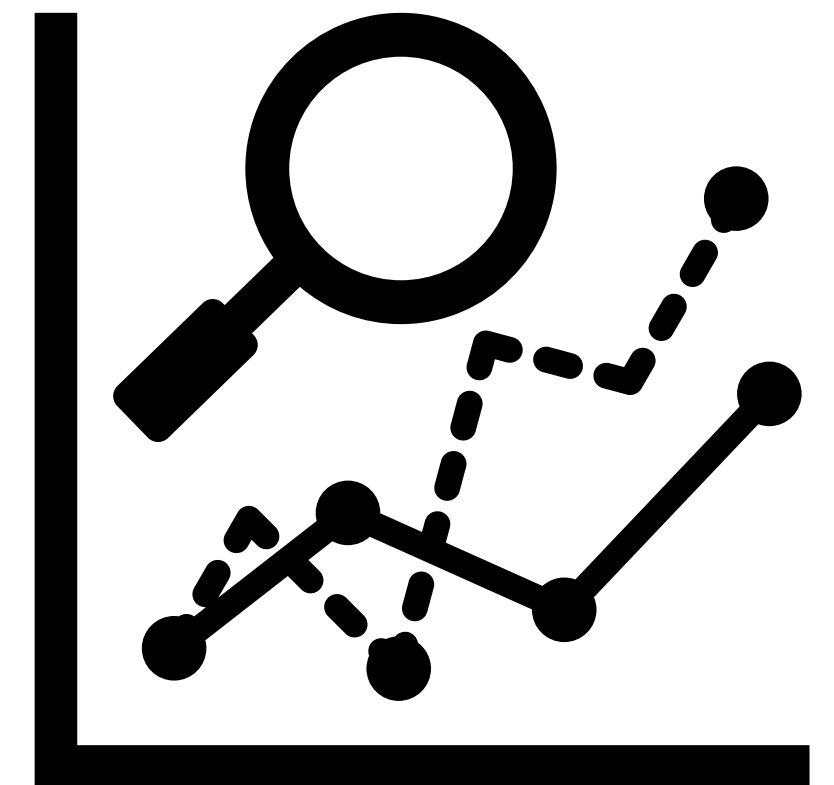
# 1- Business communication in Intercultural

*VUCA world*

*The Hofstede Model (6-D Model)*

# VUCA

- VUCA is a term that describes daily life and can be applied to all aspects of life.
- It is not only for business or military environments.
- VUCA also helps explain the complexities and uncertainties we face in personal decision-making, relationships, and life events.





## VUCA Tearm

- The term **VUCA** originated from the U.S. military in the late 1980s to describe the post-Cold War environment.
- As the military faced challenges in understanding and responding to volatile, uncertain, complex, and ambiguous situations, the concept of VUCA provided a framework to analyze and adapt to these dynamic conditions.
- Over time, VUCA was adopted by the business and leadership communities.
- Today, VUCA is widely used to describe the modern corporate landscape, helping leaders and organizations navigate uncertainty and complexity.

# VUCA

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VOLATILITY



UNCERTAINTY



COMPLEXITY



AMBIGUITY

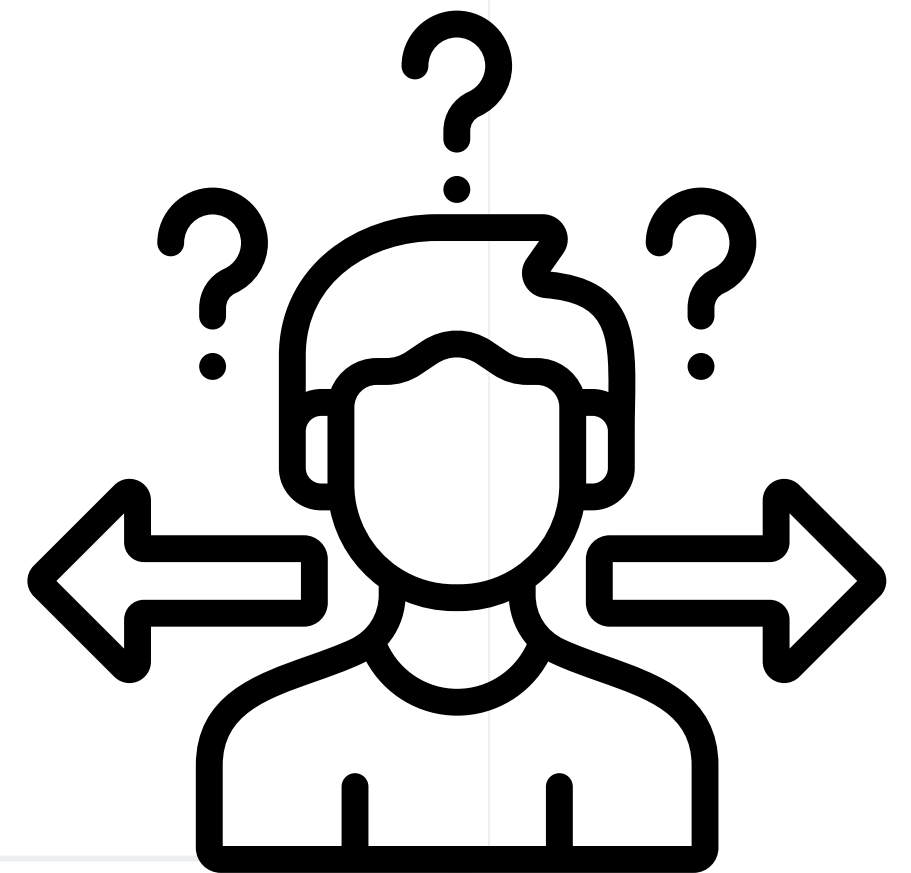
## Volatility

- Volatility refers to the speed and unexpected changes that organization face.
- Changes can be fast and unexpected.
- volatility leads to difficult work environment.
- A volatile environment demands a clear and coherent vision to guide decisions.



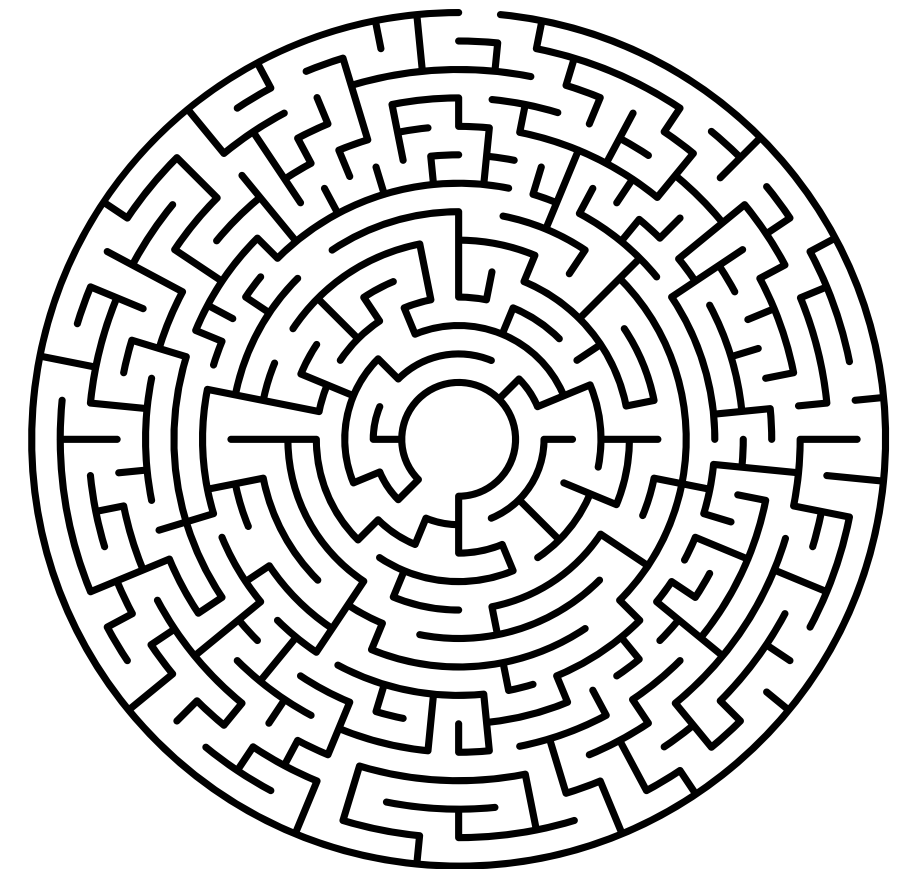
## Uncertainty

- Uncertainty refers to unpredictability to the future events.
- In an uncertainty environment, it's challenging to forecast future occurrences due to a lack of clear data.



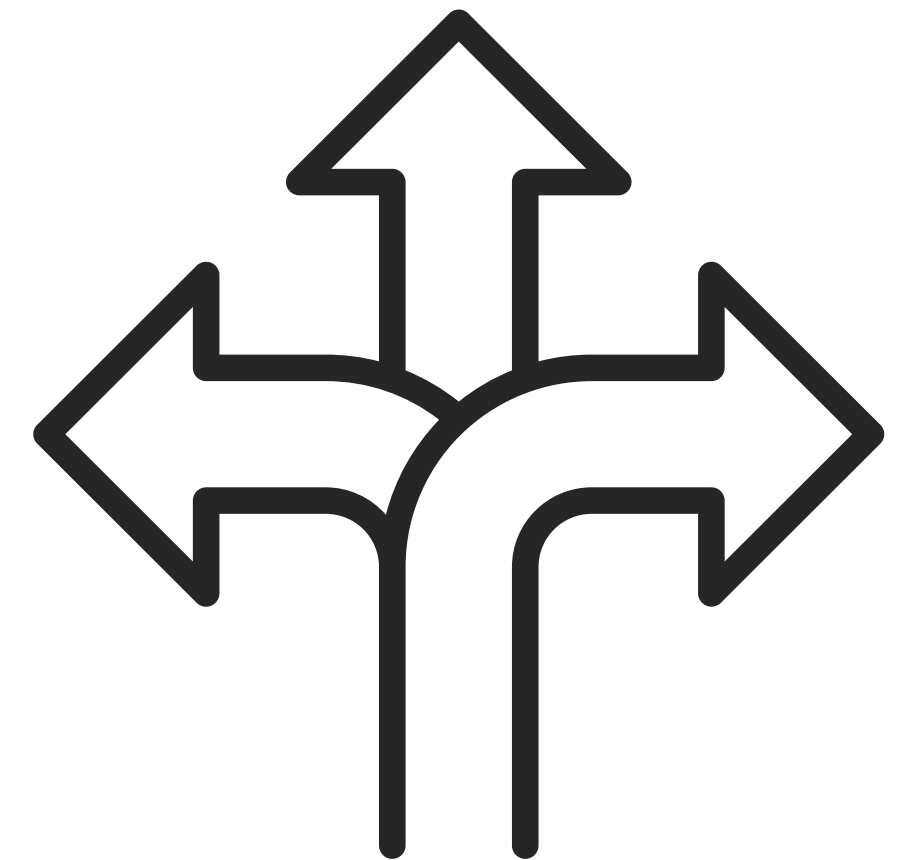
## Complexity

- Complexity refers to the presence of multiple interconnected factors, issues, or forces that make it difficult to understand.
- In complex situations, small changes can lead to unpredictable outcomes.



## Ambiguity

- Ambiguity refers to a lack of clarity or mixed messages.
- Ambiguity accrues when there is difficulty in understanding the situation.



# Group Discussion

**Are we living in a VUCA world ?**



- We live in a **VUCA world** characterized by Volatility, Uncertainty, Complexity, and Ambiguity.
- Rapid technological advances, economic fluctuations, and geopolitical shifts drive **Volatility**.
- **Uncertainty** surrounds events like climate change and political decisions.
- **Complexity** arises from interconnected systems like global supply chains.



- **Ambiguity** persists due to incomplete or unclear information.
- Living in a VUCA world isn't entirely negative. It opens doors for innovation, growth, and progress. Though it brings challenges, it also fosters adaptability, resilience, and the capacity to succeed in times of change.
- The VUCA framework helps us grasp, manage, and take advantage of today's complexities.



How can we counter the VUCA world?



- Stay informed and engage with stakeholders to understand their needs and expectations.
- Tackle it through clear communication and teamwork, ensuring complex issues are addressed collaboratively.
- Encourage agility by fostering a team that is adaptable, willing to try new approaches, and learn new skills.

# HOFSTEDE Model

- The Hofstede model, or the 6-D Model of National Culture, is a framework for understanding a country's culture through its key values.
- Developed by Professor Geert Hofstede, this model helps organizations improve communication and collaboration across different cultures.
- It offers valuable insights into how cultural differences can influence business relationships.



# HOFSTEDE Model

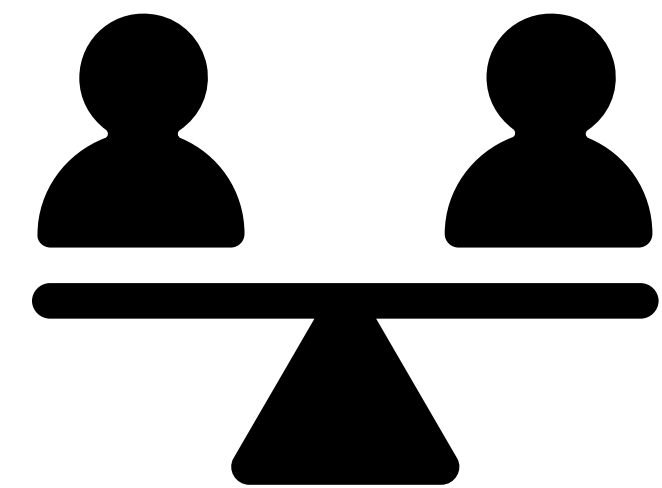
The model consists of six dimensions:

- Power Distance (PDI)
- Individualism vs. Collectivism
- Masculinity vs. Femininity
- Uncertainty Avoidance
- Long-Term vs. Short-Term Orientation
- Indulgence vs. Restraint

## Power Distance

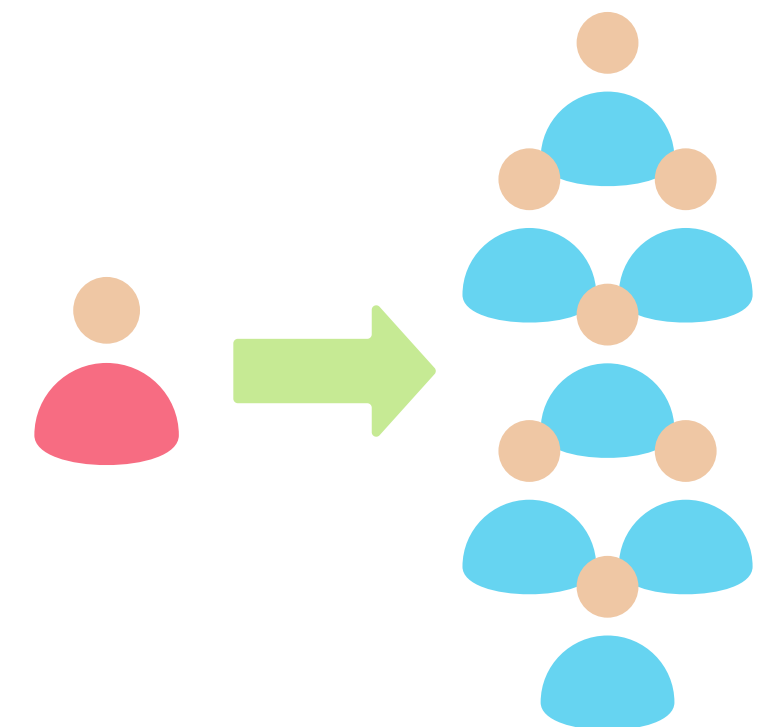


- Power distance refers to how much equality people in a society expect.
- In all cultures, inequality exists, but the key question is whether power is more evenly distributed (low power distance) or concentrated among a few (high power distance).
- In low power distance cultures, inequality may be necessary at times, but the aim is for relationships to be as equal as possible.
- In high power distance cultures, inequality forms the core of society, with power controlled by a few and imposed on the many.



## Individualism vs Collectivism

- This refers to how much people prioritize their group versus themselves.
- In individualistic societies, such as the United States, personal achievement and individual needs are emphasized.
- In contrast, collectivist societies focus on group achievements and decisions.
- The main question is whether a culture centers around "I" or "we," where individuals either look out for themselves or support one another as a group.



## Masculinity vs Femininity



- This concept highlights a society's inclination towards either masculine or feminine characteristics.
- According to **Hofstede**, masculine traits involve assertiveness, competition, power, and material success, while feminine traits prioritize nurturing relationships, quality of life, and caring for others.
- In masculine cultures, gender roles are sharply divided, while in feminine cultures, these roles are more fluid.
- For instance, the United States ranks low in femininity, reflecting a stronger focus on masculine values.

## Uncertainty Avoidance

- This cultural dimension explores a society's comfort level with uncertainty.
- Cultures with high uncertainty avoidance establish clear rules and procedures to create a sense of order and control, while those with low uncertainty avoidance are more adaptable and open to risk.
- Essentially, it concerns whether a society prefers structure and predictability or embraces uncertainty and opportunity.



## Long-Term vs Short-Term Orientation

- This dimension measures a society's focus on long-term versus short-term goals.
- Cultures with a long-term orientation value patience, perseverance, and saving for the future, while those with a short-term orientation prioritize immediate gratification and quick results.

## Indulgence vs Restraint

- This dimension refers to the balance between individual desires and societal expectations. Indulgent cultures prioritize personal well-being and freedom, while restrained cultures emphasize conformity and social control. It essentially measures a society's level of impulse control and its willingness to defer gratification for the sake of societal norms.

# Group Discussion

**How have you seen these cultural differences play a role in communication, decision-making, or team dynamics in your workplace?**



## 2- overcome communication barriers

*communication barriers*

*How can we overcome it?*

# communication Barriers

- Communication barriers are obstacles that hinder effective communication.
- These barriers can disrupt the flow of information, leading to misunderstandings, conflicts, and decreased productivity.
- Understanding these barriers is essential for improving communication skills and fostering stronger relationships.



# communication Barriers

- Semantic barriers
- Psychological barriers
- Physical barriers
- Cultural barriers
- Organizational barriers



## Semantic barriers

- These occur when the sender and receiver have different interpretations of words or symbols.



## Psychological barriers

- These are mental or emotional obstacles that can prevent effective communication, such as stress, anxiety, or preconceived notions.





## Physical barriers

- These are physical obstacles that can interfere with communication, such as noise, distance, or technical difficulties.



# Cultural barriers

- These arise from differences in cultural values, beliefs, or customs.



## Organizational barriers

- These are structural or procedural obstacles within an organization that can hinder communication.



# Case Study



## Communication Barriers Between Aisha and Tom

- Aisha, a marketing manager from Egypt, and Tom, a software developer from Canada, were collaborating on a project for a global tech company. Their different cultural backgrounds led to several communication barriers that impacted their ability to work together effectively.

## Communication Barriers Between Aisha and Tom

- During a meeting, Aisha used the term "deadline" to refer to a flexible timeline for project tasks, while Tom interpreted it as a strict deadline. This misunderstanding led to Tom prioritizing certain tasks incorrectly, causing delays in the project.
- Aisha felt overwhelmed by the fast-paced work environment and began to assume that Tom's straightforward feedback was criticism of her capabilities. This stress affected her confidence and willingness to engage in discussions, further complicating their collaboration.

## Communication Barriers Between Aisha and Tom

- The company lacked established communication protocols for cross-departmental projects. To resolve this, Aisha and Tom proposed regular check-in meetings and the use of collaborative tools like project management software. This helped ensure everyone was on the same page regarding expectations and responsibilities.
- Aisha was accustomed to a more relationship-oriented approach, valuing personal connections, while Tom preferred task-focused efficiency. Recognizing this difference, they agreed to set aside time to build rapport, which improved their overall communication and understanding.

## Communication Barriers Between Aisha and Tom

- Through awareness and proactive measures, Aisha and Tom successfully navigated their communication barriers. Their collaboration improved significantly, leading to a successful project completion and a better understanding of how cultural differences can impact teamwork.



# How can we overcome Communication Barriers?

# Brainstorming

**“Overcoming Communication Barriers”**



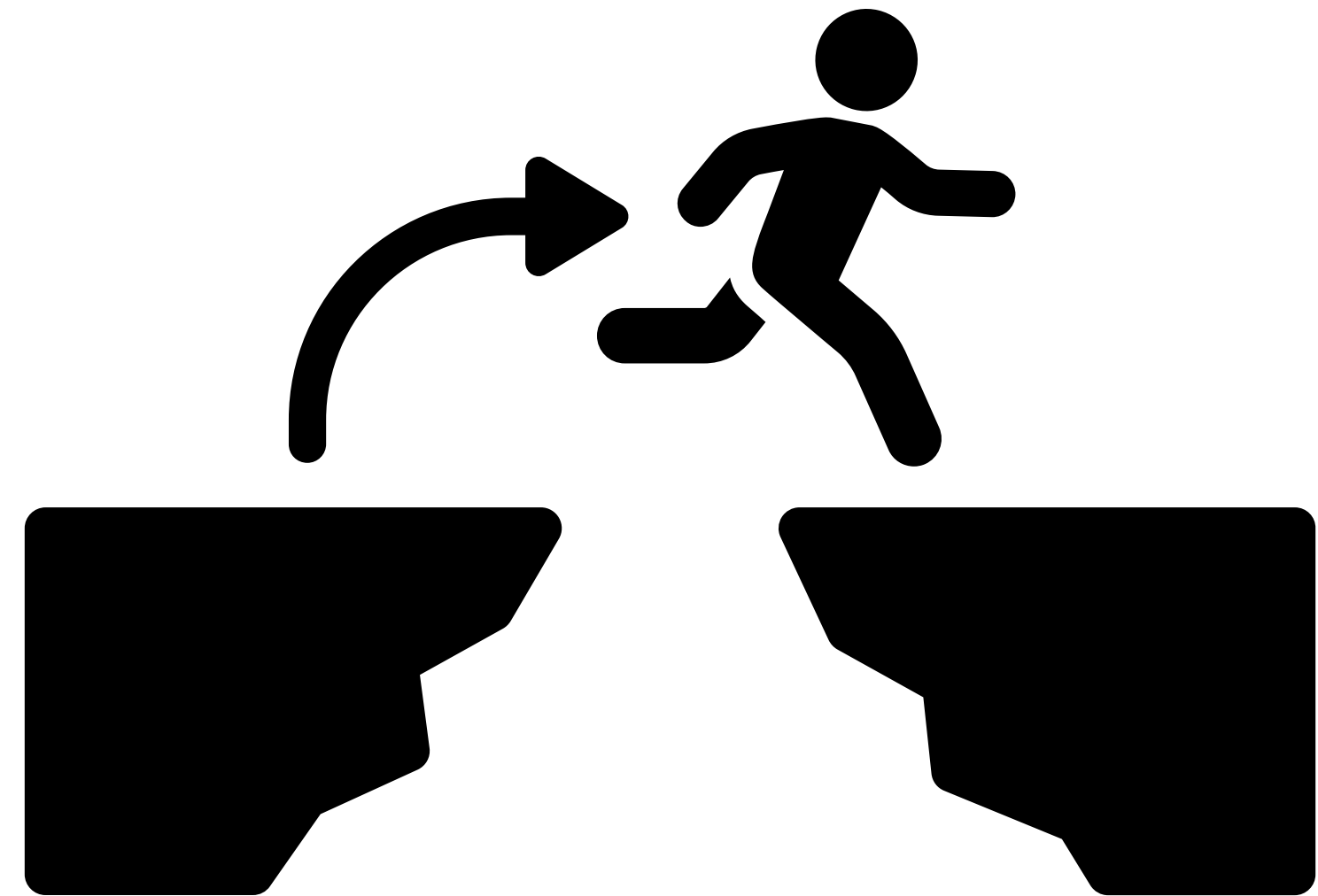
# How can we overcome Communication Barriers?

- Rather than seeking a specific solution for every communication barrier, it's more effective to develop a general strategy to address any potential obstacles that may arise.



## Strategies for overcoming communication Barriers

- Stay Calm
- Do your research
- Find a new location
- Gain experience



## Stay Calm

- It's important to remain calm when encountering communication difficulties. Increased anxiety and frustration can only exacerbate a strained conversation.



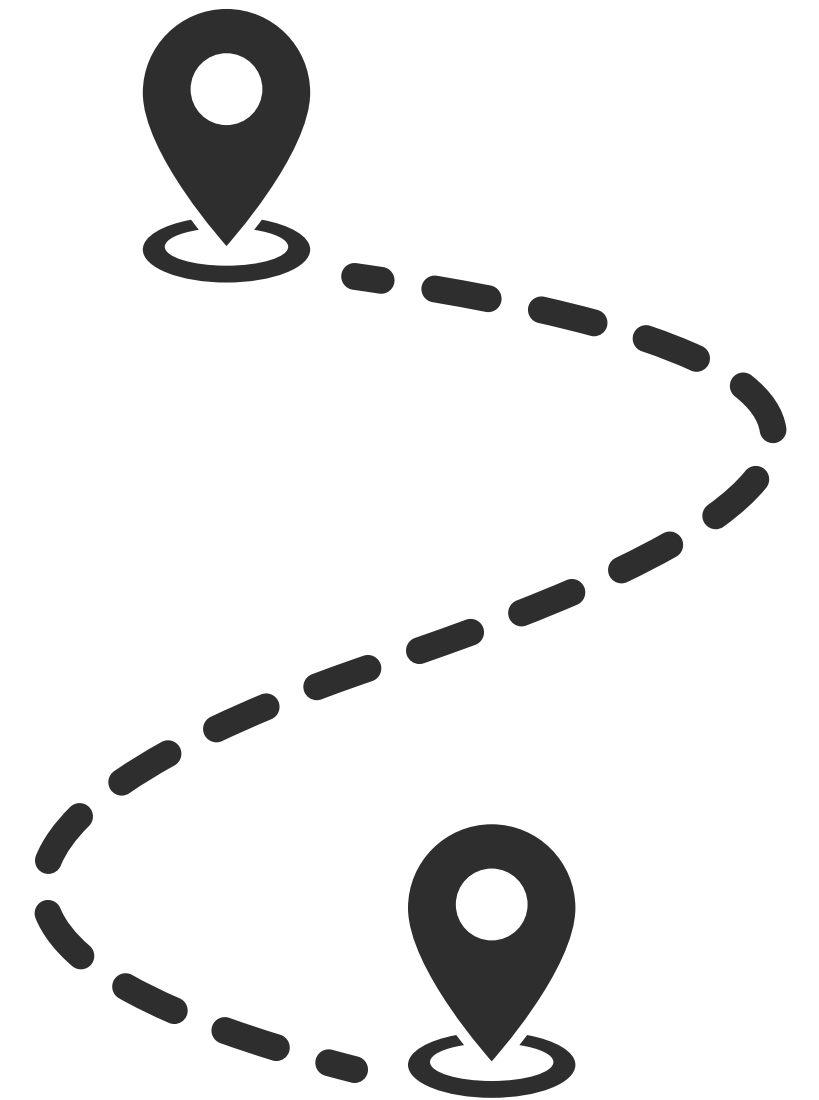
## Do your research

- By conducting research and preparing for potential cultural differences, language barriers, or other challenges, you can often prevent communication issues and avoid frustration.



## Find a new location

- Sometimes, a change of scenery can revitalize a stagnant conversation. Our environment significantly influences communication, so if the current setting isn't conducive, consider moving to a different location. This applies to both in-person and online interactions.



## Gain experience

- The key to becoming a better communicator is to be prepared for any situation. The best way to gain this experience is to practice regularly by engaging in conversations with new people. Try talking to someone you see on the bus, your barista, or a new colleague.





# Technology and Intercultural Communication

Technology has changed the way we communicate by making it faster and easier. While it helps us connect more quickly, it also affects how we interact with others on a personal level. In this section, we will look at how technology impacts communication, both the good and the bad, and how to balance using technology with talking face-to-face.



**What are the negative and the positive effects of technology on communication skills?**

## The Negative Impact

### **Dependence on Technology and Its Effects on Social Interactions :**

- As technology becomes more integrated into our lives, our reliance on it for communication has increased.
- This dependence has contributed to a decline in face-to-face interactions and the overall quality of our social engagements.
- Over-reliance on technology can lead to challenges, especially when it fails or is not available, impacting our ability to connect effectively.

## The Negative Impact

### **Lack of Emotional Depth and Miscommunication:**

- While technology has made communication faster and more efficient, it often lacks emotional depth.
- Digital interactions can make it challenging to express emotions and nuances effectively.
- This can result in misunderstandings and miscommunication.

# The Negative Impact

## **Decrease in Face-to-Face Communication and Its Consequences**

- Increased reliance on technology has resulted in a decline in face-to-face interactions.
- This reduction can lead to weaker social skills and challenges in forming deeper connections with others.
- It may also result in diminished empathy and a decreased ability to interpret nonverbal cues.

# The Positive Impact

## **Global Connectivity through Technology**

- Technology allows us to connect with people worldwide in ways that were previously impossible.
- This has promoted deeper cultural understanding and fostered a greater sense of global empathy.

# The Positive Impact

## **The Convenience of Communication through Technology**

- Technology has made communication faster and more accessible than ever.
- We can instantly connect with others, regardless of distance.
- This ease of communication helps maintain long-distance relationships and keeps us closely connected with friends and family, no matter how far away they are.

# The Positive Impact

## **Enhanced Communication through Technology**

- Technology has significantly improved the way we communicate, offering new possibilities for connection.
- Video conferencing allows for face-to-face conversations with people across vast distances.
- Instant messaging enables real-time communication with anyone, anywhere in the world, making global interaction more efficient and personal.



# Group Discussion

**what are the challenges and benefits of Technology in Intercultural Communication?**



# 3. Conflict Resolution in Intercultural Communication

*Managing Miscommunication*  
*Negotiation Tactics*  
*Building Trust*

# Managing Miscommunication

- People often think that challenges in intercultural communication arise primarily from differences in communication styles.
- But there are four key areas that can cause this problem.



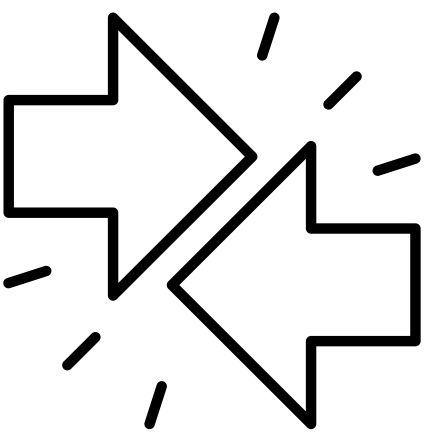
# Direct vs Indirect Communication

- **Direct Communication:**

Cultures with direct communication styles, such as Western cultures, tend to be more explicit and assertive. They may express their opinions and feelings openly and directly, even if it means being critical or confrontational.

- **Indirect Communication:**

Cultures with indirect communication styles, such as many Asian cultures, tend to be more subtle and avoid confrontation. They may express their opinions or feelings indirectly, using hints, suggestions, or metaphors to convey their message.



# conflict

The conflict happens when individuals from these different cultural backgrounds interact, misunderstandings can arise.

For example, a person from a direct communication culture may perceive a person from an indirect communication culture as being evasive or passive-aggressive, while the person from the indirect communication culture may feel overwhelmed or offended by the directness of the other person.



# High-context vs low-context

- **High-Context Communication:**

Cultures with high-context communication styles, such as Japanese culture, rely heavily on nonverbal cues and context. They may not explicitly state everything they mean, expecting others to understand based on their relationship, shared experiences, or cultural knowledge.

- **Low-Context Communication:**

Cultures with low-context communication styles, such as American culture, rely more on explicit language. They tend to state their meaning clearly and directly, leaving little room for interpretation.



# Conflict

The conflict happens when individuals from these different cultural backgrounds interact, misunderstandings can arise due to differences in how they interpret information.

For example, a person from a high-context culture may assume that the other person understands their meaning without explicitly stating it, while the person from a low-context culture may be confused or feel left out.



# Formal vs Informal Communication

- **Formal Communication:**

Some cultures have more formal communication styles, with a greater emphasis on politeness, respect, and hierarchy. Individuals may use more formal language, address each other with titles, and avoid expressing negative emotions openly.

- **Informal Communication:**

Other cultures have more informal communication styles, with a greater emphasis on friendliness, equality, and directness. Individuals may use more casual language, address each other by first names, and express their opinions freely.



# conflict

When individuals from these different cultural backgrounds interact, misunderstandings can arise due to differences in how they perceive and interpret communication.

For example, a person from a formal communication culture may be offended by the informality of a person from an informal communication culture, while the person from the informal communication culture may perceive the other person as being overly rigid or distant.

# Monochronic vs Polychronic Time

- **Monochronic Time:**

Cultures with monochronic time orientations, such as Western cultures, tend to value punctuality, schedules, and efficiency. They may view time as a linear resource that should be used efficiently.

- **Polychronic Time:**

Cultures with polychronic time orientations, such as Latin American cultures, tend to be more flexible with time and prioritize relationships over schedules. They may view time as a more cyclical and fluid concept.



# conflict

When individuals from these different cultural backgrounds interact, misunderstandings can arise due to differences in how they perceive and manage time.

For example, a person from a monochronic culture may become frustrated with a person from a polychronic culture who is late or does not stick to a schedule, while the person from the polychronic culture may feel pressured or rushed by the other person's emphasis on time.



# Negotiation Tactics

Cultural differences play a crucial role in successful negotiations. Understanding these differences is essential, especially in today's interconnected world where business transactions and cooperation often cross international borders.

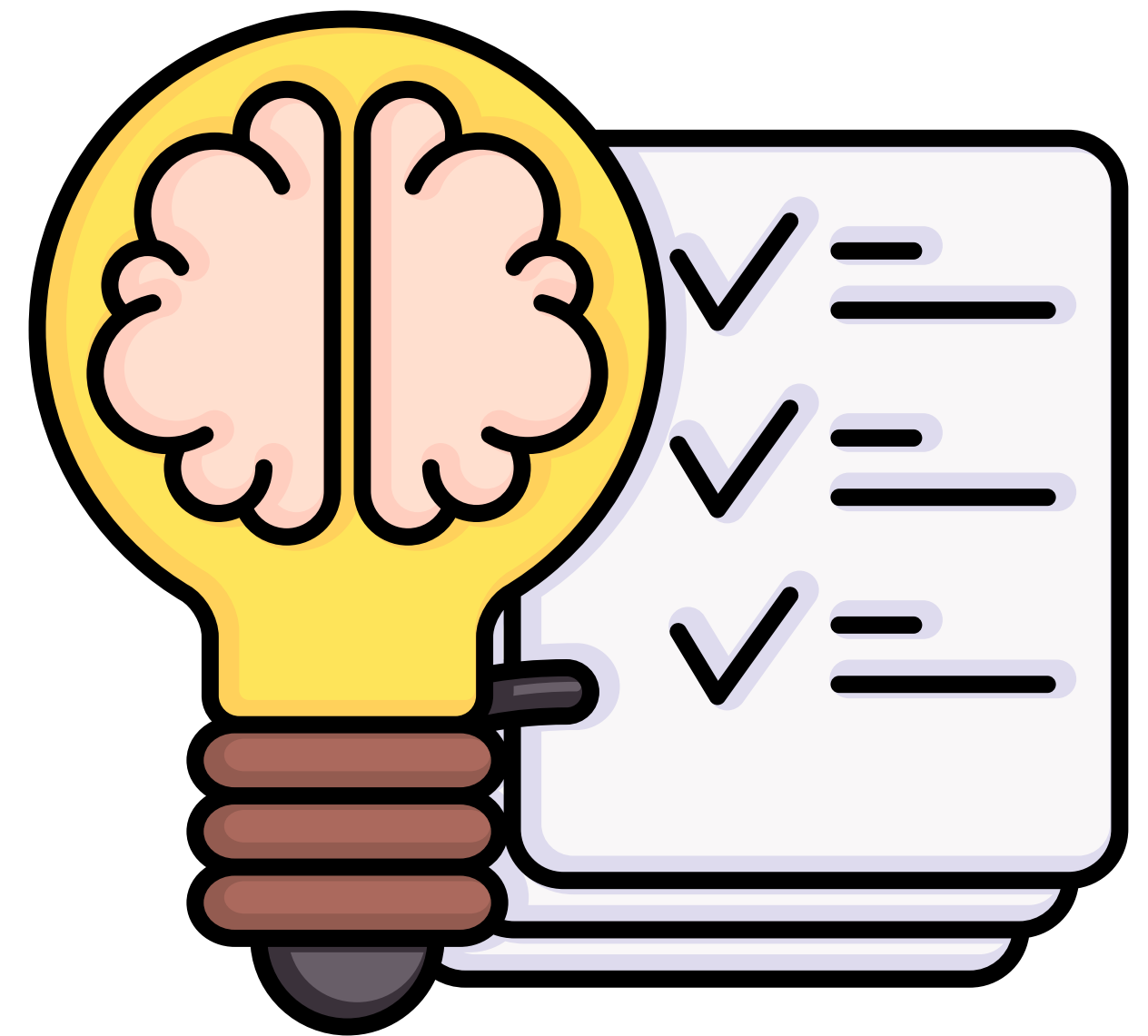


# Negotiation across cultures

Negotiation styles vary across cultures, from direct and confrontational to indirect and cooperative.

Some cultures prioritize indirect communication, while others prefer directness.

By understanding these different styles, negotiators can improve their communication skills and adapt their strategies accordingly.



## **American Negotiation Style**

### **Speed, cost and efficiency**

Americans approach negotiations with a focus on speed, cost, and efficiency. They aim for a win-win outcome where one side's gain is not necessarily the other side's loss.

Information is seen as a tool for negotiation, and both sides have limits they are willing to accept.

The goal is to find common ground within these limits.

Americans prioritize the transaction over the relationship, and they value clear and concise action plans.

## **Canada negotiation style**

### **Information sharing and problem-solving**

Canadian negotiators focus on achieving win-win outcomes.

They prioritize information sharing and problem-solving to reach this goal.

Their approach is typically polite, direct, and efficient, with a focus on facts rather than building relationships.

## **China negotiation style**

### **A soft sell and a hard buy**

Chinese negotiators are skilled and strategic.

They prefer group negotiations with a spokesperson and use a gradual approach with generous initial offers.

They may also mention personal connections.



## **Norway negotiation style**

### **Collaboration and consensus**

Norway is almost the complete opposite.

Negotiations are collaborative, direct, and efficient

They don't use manipulative tactics like high-low gambits.

Norwegians prioritize consensus and seek win-win outcomes.

## **Zambia negotiation style**

### **Flexibility and commitment**

The Zambian negotiation style prioritizes mutual benefit and is characterized by a back-and-forth exchange, often involving haggling.

Zambian negotiators may ask you to suggest a price rather than directly quoting one.

The overall goal is to reach an agreement that satisfies both parties.

# Building Trust

Building strong relationships and trust are essential for effective cross-cultural communication.

Showing real interest, listening carefully, and respecting different perspectives help build trust and mutual respect. This creates a positive work environment where everyone's views are valued.



## Why should you care about building trust?

- Deteriorating trust leads to noticeable changes in interactions.
- High-trust organizations experience 74% less stress, while low-trust environments increase stress for all.
- Managers lacking confidence in their teams:  
Limit autonomy and independence.  
Tend to micromanage and closely monitor tasks.

- Coworkers who distrust each other:
  - Avoid collaboration and assistance.
  - Miss opportunities for social connections.
- Establishing trust from the start is essential.
- A decline in trust can damage your reputation and reliability.
- Untrusted individuals are often excluded from workplace friendships
- In a remote work environment, high levels of trust are critical for effective collaboration among virtual teams.

# How to building trust in multicultural environments ?

- **Be Honest:**

Building a reputation for dishonesty quickly destroys trust. Always be truthful, even if it feels uncomfortable, to avoid being caught in a lie.



- **Honor your commitments:**

A trustworthy person makes every effort to keep their commitments. If you make a promise, be sure to follow through, and avoid making promises you may not be able to keep.



# How to building trust in multicultural environments ?

- **Communicate effectively:**

Trust can be harmed by miscommunication, so aim to communicate clearly to avoid misunderstandings.

If something isn't clear during a conversation, ask questions to clarify.

Listening is just as important as speaking—allow others to talk and show genuine interest by truly listening.



# How to building trust in multicultural environments ?

- **Be helpful:**

A trustworthy person helps others out of kindness, not self-interest. When your tasks are done, offer help to coworkers, or support new hires who may need guidance.





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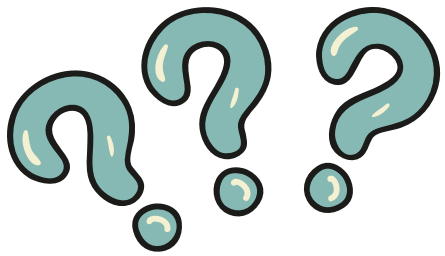


# Revision-Summary and Q&A

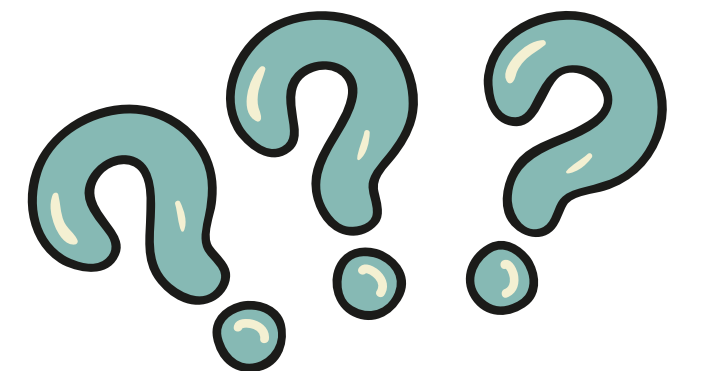
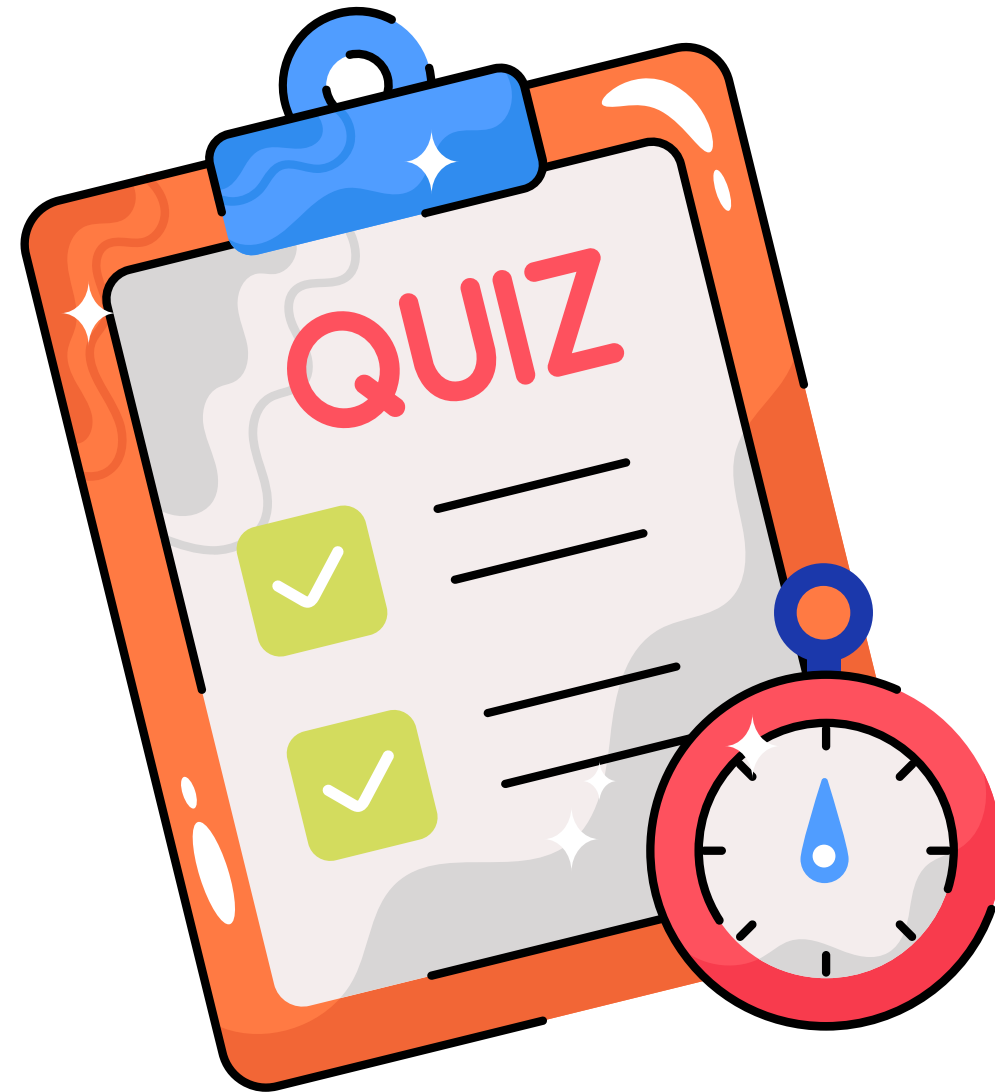
- Intercultural communication is the ability to engage with diverse cultures and requires sensitivity to differences for effective interaction.
- There are three examples of intercultural communication: Navigating Business Relationships, Advertising Missteps and Public Relations and Media Events.
- VUCA describes the complexities and uncertainties of modern life, originally coined by the U.S. military and now used in business to navigate unpredictable environments.
- In a VUCA world, effective communication, collaboration, and adaptability are essential for fostering an innovative and resilient team.
- The Hofstede model is a framework developed by Geert Hofstede for understanding national cultures through key values, aiding organizations in improving cross-cultural communication and collaboration.

- The Hofstede model comprises six dimensions for analyzing cultural differences: Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, Long-Term vs. Short-Term Orientation, and Indulgence vs. Restraint.
- Communication barriers hinder the flow of information, causing misunderstandings and conflicts.
- Understanding barriers is key to improving communication and fostering stronger relationships.
- Instead of looking for individual solutions for each communication barrier, it's more effective to formulate a general strategy to tackle potential challenges, which includes staying calm, conducting research, changing locations, and gaining experience.
- Technology enhances communication speed and ease but affects personal interactions, requiring a balance between digital and face-to-face communication.

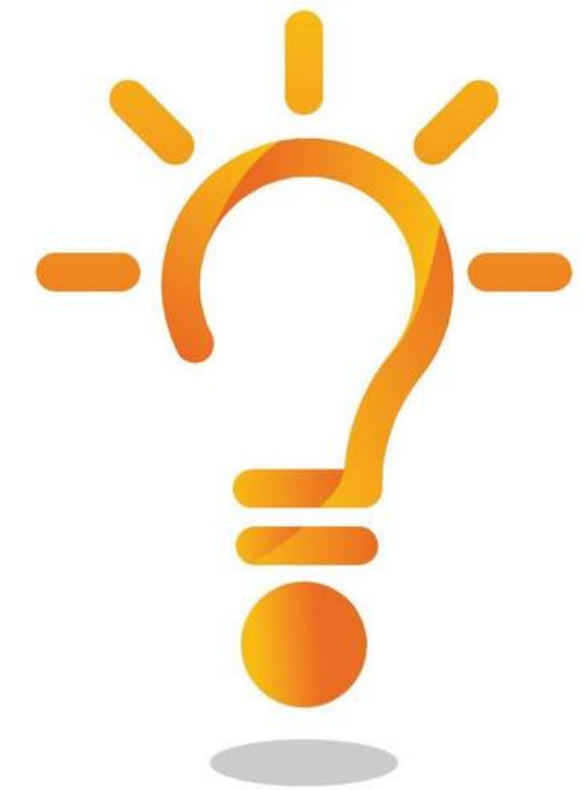
- The impact of technology on communication includes negative effects like dependence, lack of emotional depth, and reduced face-to-face interactions, as well as positive aspects such as global connectivity, convenience, and enhanced communication.
- Managing miscommunication in intercultural contexts involves understanding how cultural differences in direct vs. indirect communication, high-context vs. low-context communication, formal vs. informal communication, and monochronic vs. polychronic time can lead to conflict.
- Cultural differences significantly impact negotiations, as varying styles—from direct to indirect—require negotiators to understand and adapt their communication strategies for success in a global context.
- Strong relationships and trust are vital for effective cross-cultural communication, as low trust increases stress, hinders collaboration, damages reputations, and is critical for remote work success.



Time for a Knowledge Check!

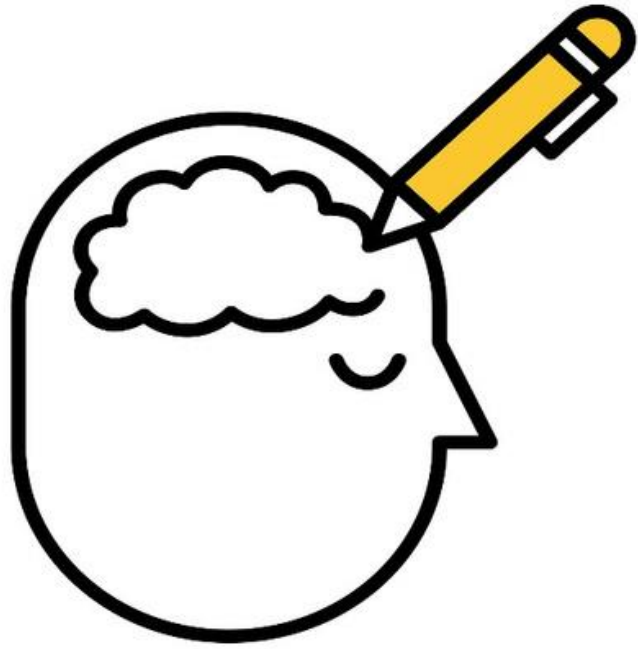


- What is intercultural communication, and can you provide examples of effective communication skills in intercultural contexts?
- How does the VUCA model describe the complexities of modern life, and why is it relevant to both military and business contexts?
- In the VUCA model, what do the letters V, U, C, and A stand for, and what does each term mean?
- How does the Hofstede model help organizations understand and improve cross-cultural communication?
- What are the six dimensions of the Hofstede model, and how do they influence cultural differences?
- What are the most common barriers to communication, and How can we overcome it?
- What is the impact of technology on communication, both positive and negative, and how does it affect personal interactions?
- How can cultural differences in communication styles lead to misunderstandings in intercultural interactions?
- In what ways do cultural differences shape negotiation styles, and how do approaches differ among countries such as the United States, Canada, China, Norway, and Zambia?
- Why is trust important in intercultural contexts, and what strategies can be employed to build trust in diverse environments?



Do you have any questions?





What will you keep from today's training?

Training  
**Evaluation**



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**Thank you!**



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