

#EBF17



EUROPEAN BUSINESS FORUM 2017

Odense, Denmark



#EBF17

THE CULTURE MAP:

Decoding How People Think, Lead, and Get Things Done Around the World

 Erin Meyer

 ErinMeyerInsead

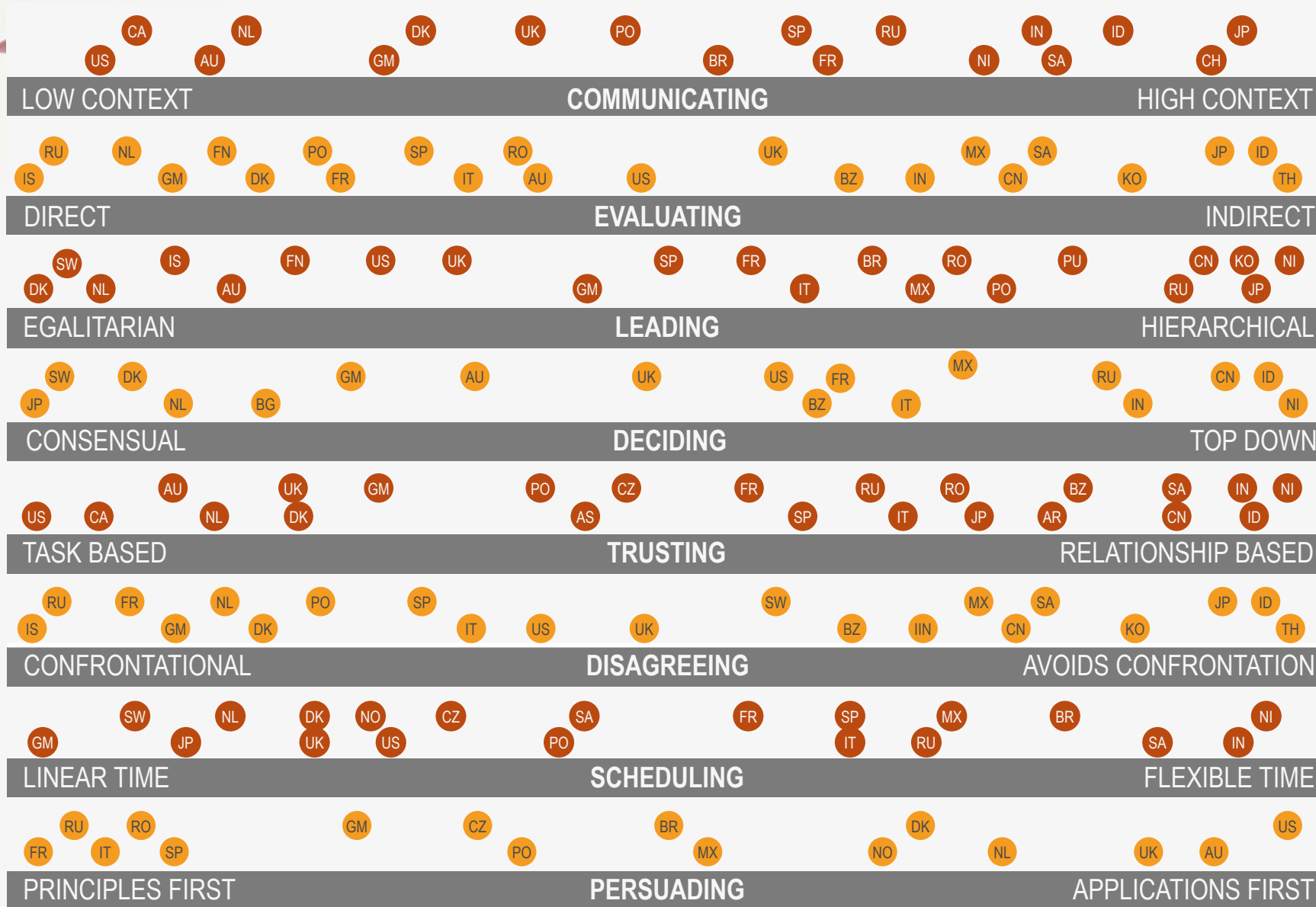
 erin.meyer@insead.edu

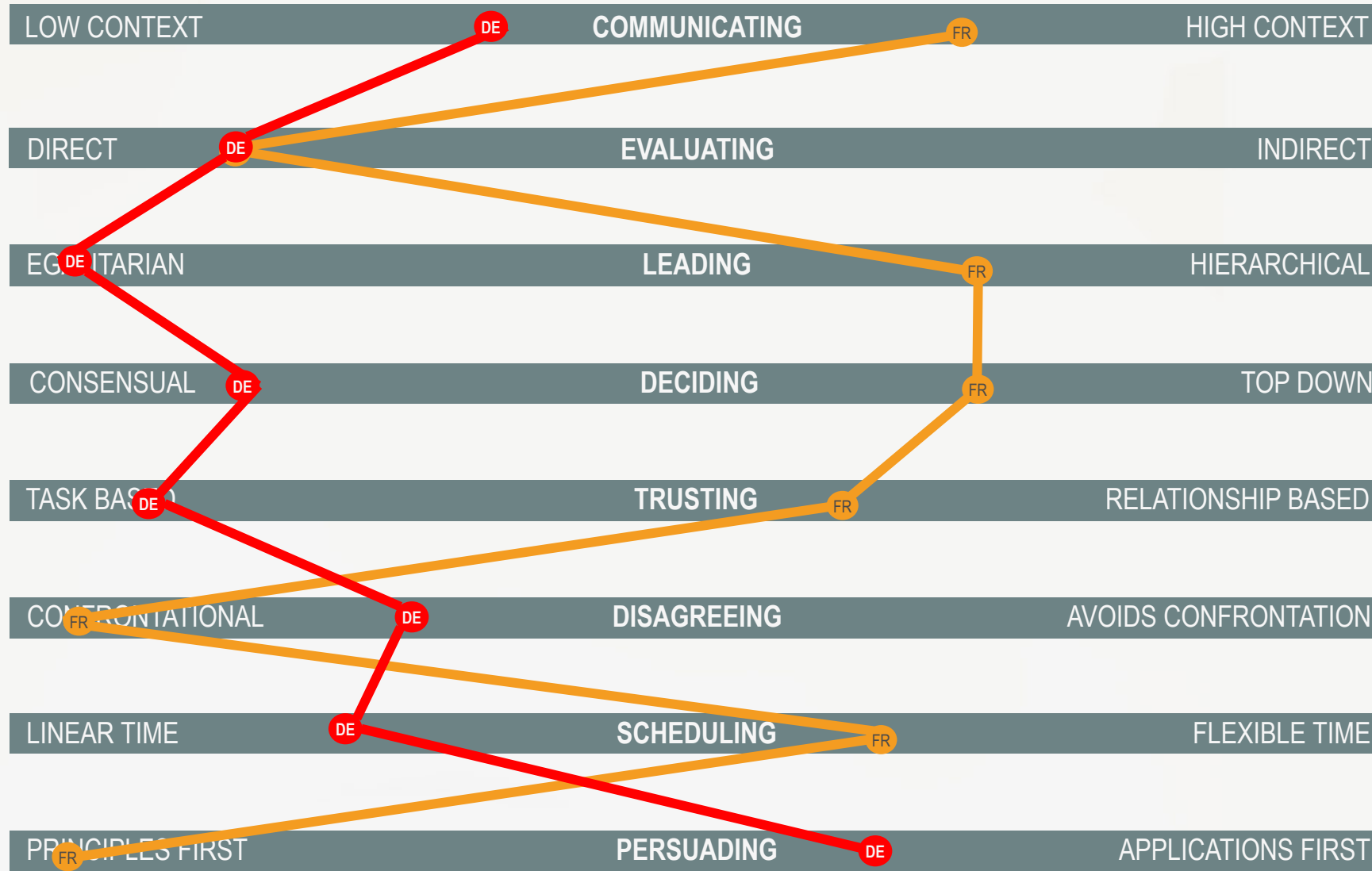
 www.erinmeyer.com



LOW CONTEXT	COMMUNICATING	HIGH CONTEXT
DIRECT	EVALUATING	INDIRECT
EGALITARIAN	LEADING	HIERARCHICAL
CONSENSUAL	DECIDING	TOP DOWN
TASK BASED	TRUSTING	RELATIONSHIP BASED
CONFRONTATIONAL	DISAGREEING	AVOIDS CONFRONTATION
LINEAR TIME	SCHEDULING	FLEXIBLE TIME
PRINCIPLES FIRST	PERSUADING	APPLICATIONS FIRST





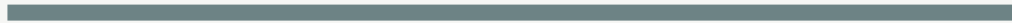


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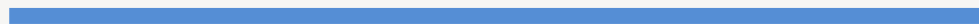




Danish Range



US Range



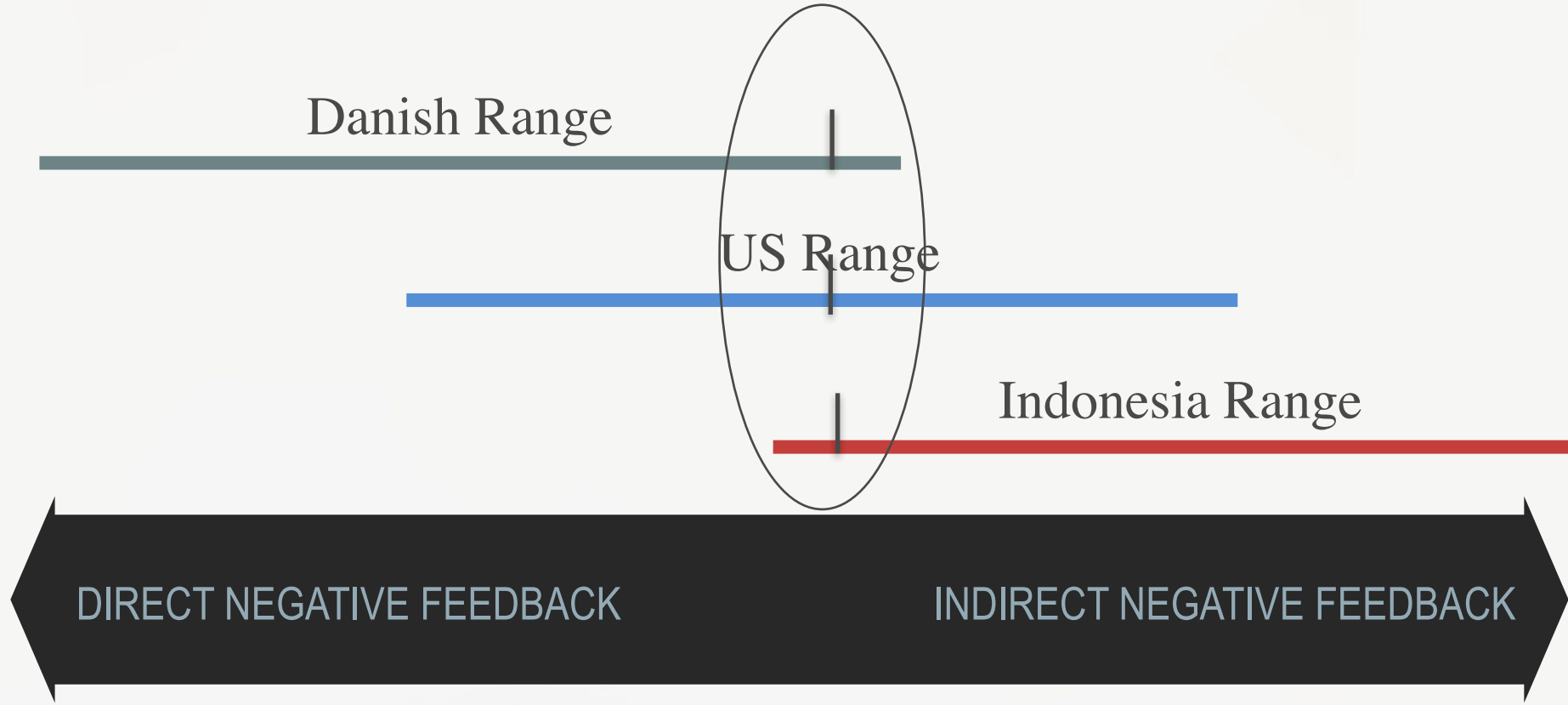
Indonesia Range

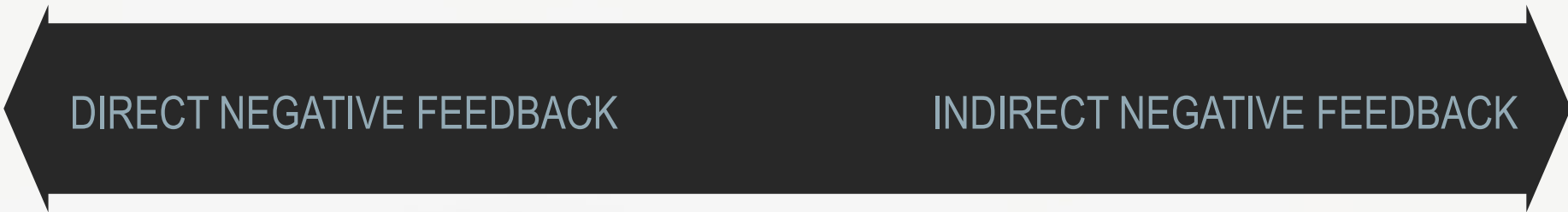
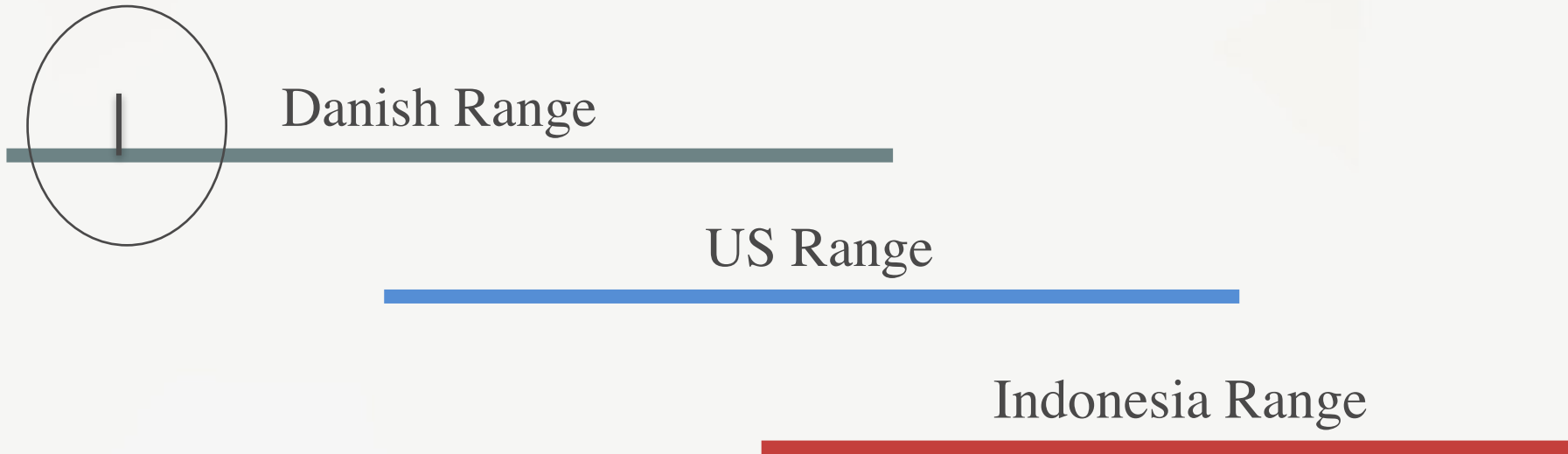


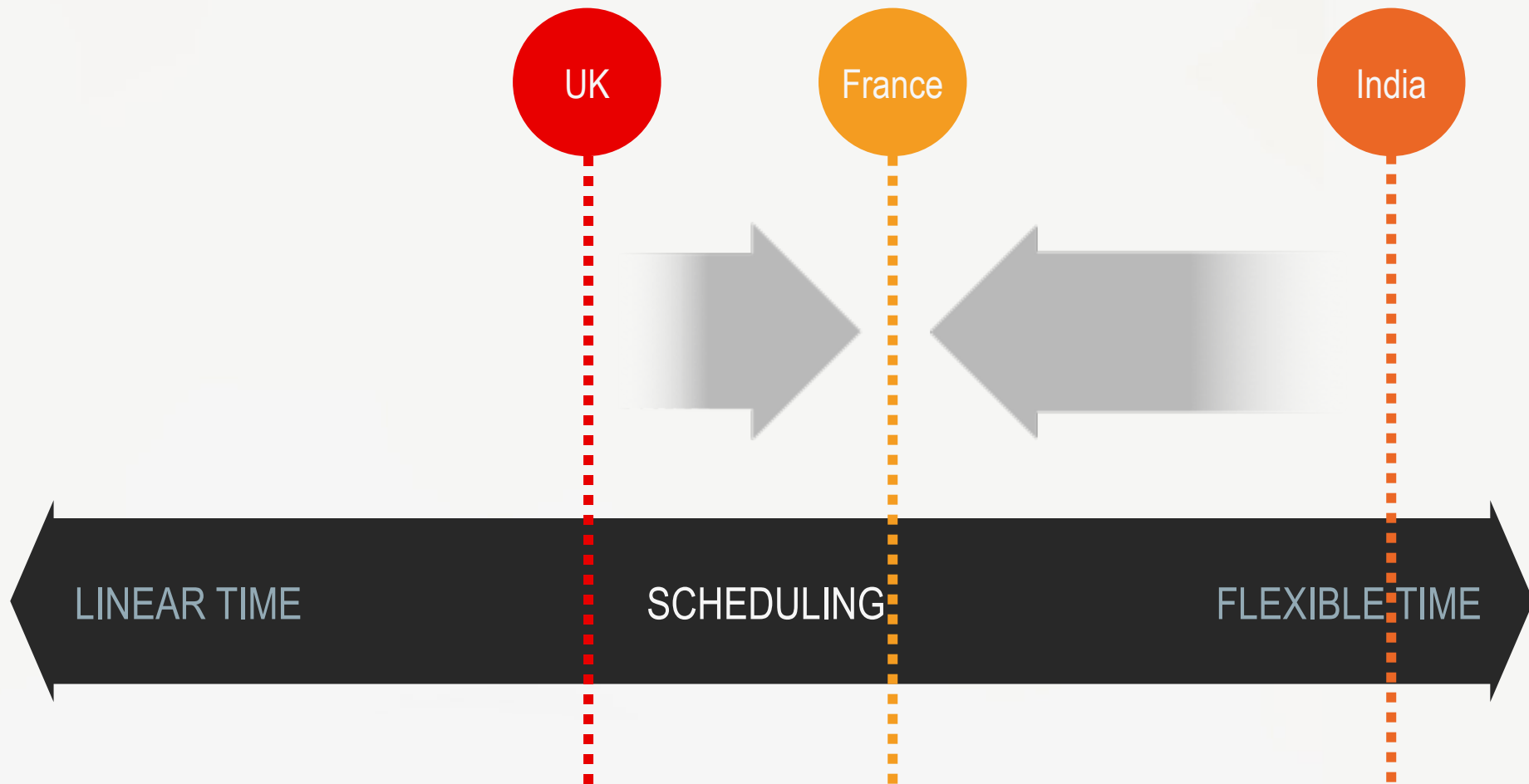
DIRECT NEGATIVE FEEDBACK

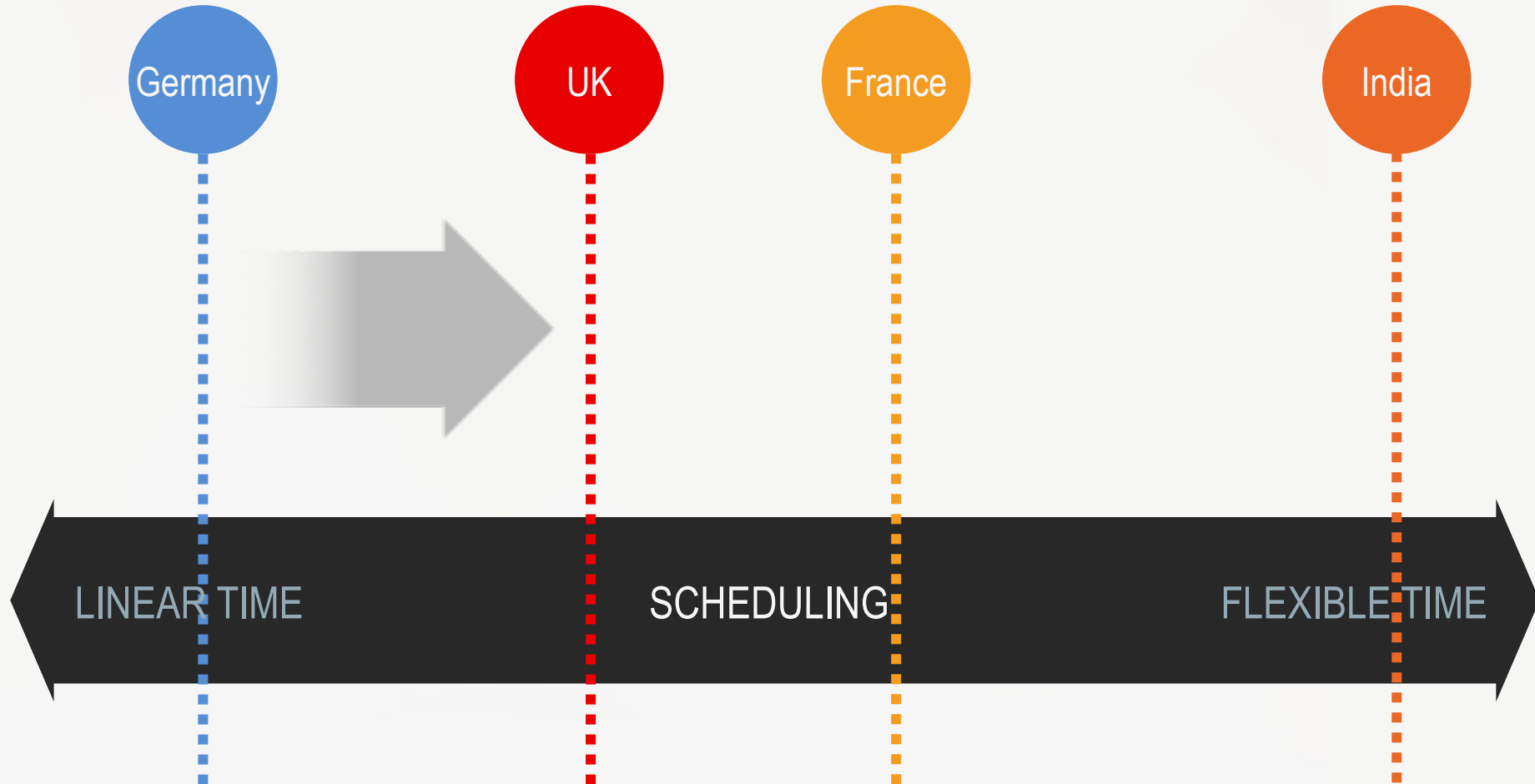
INDIRECT NEGATIVE FEEDBACK





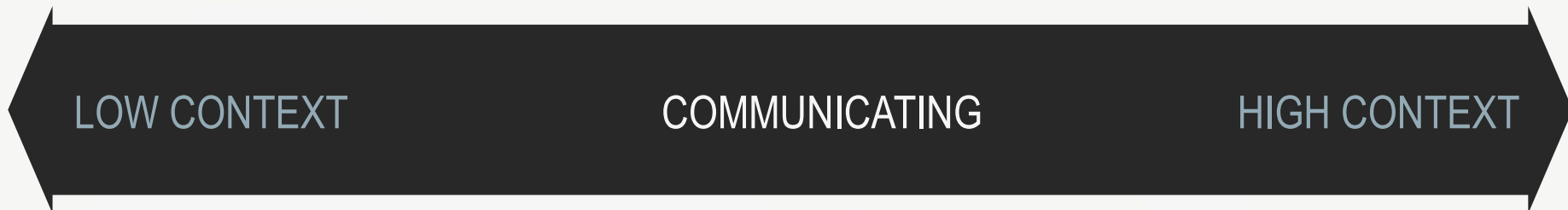








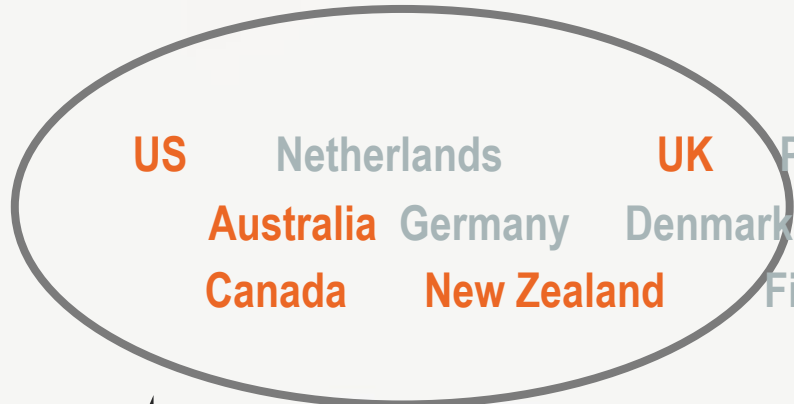
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Australia Germany Denmark Sweden Brazil Italy Russia Nigeria Saudi Indonesia
Canada New Zealand Finland Mexico Peru India Kenya China Korea



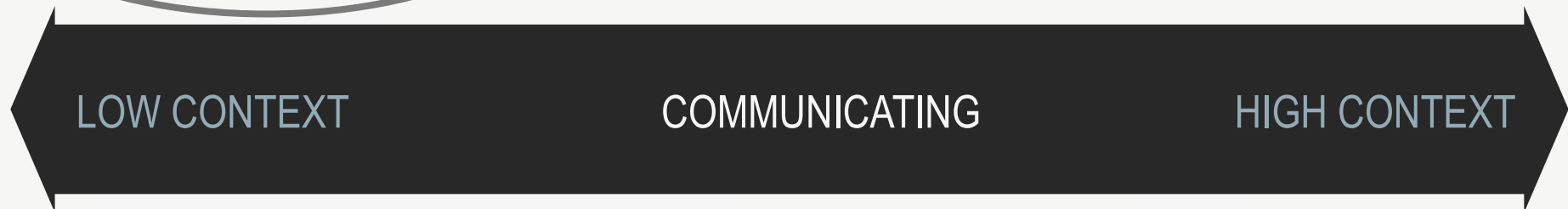
Explicit
Simple
Clear

Implicit
Layered
Nuanced





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Australia Germany Denmark Sweden Brazil Italy Russia Nigeria Saudi Indonesia
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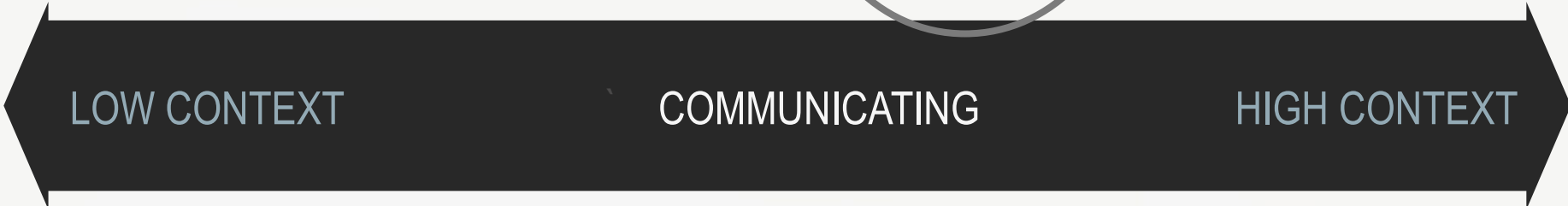
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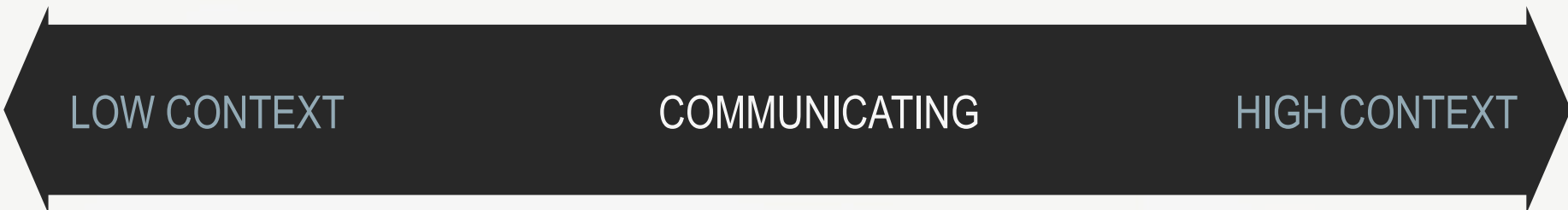
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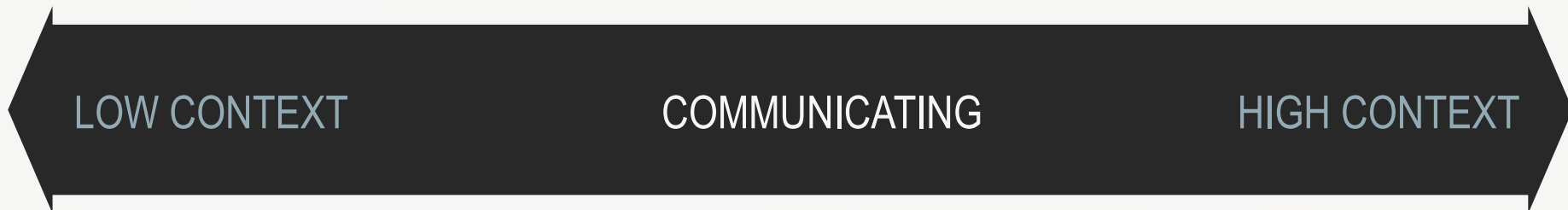
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Canada New Zealand Finland Mexico Peru India Kenya China Korea



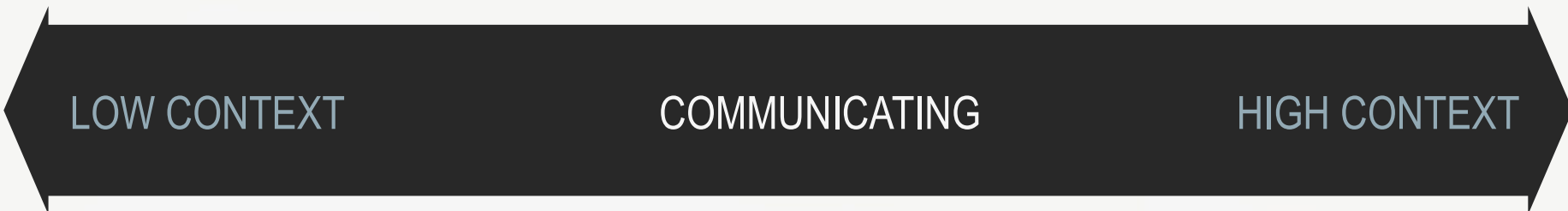
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Nuanced





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Canada New Zealand Finland Mexico Peru India Kenya **China** Korea



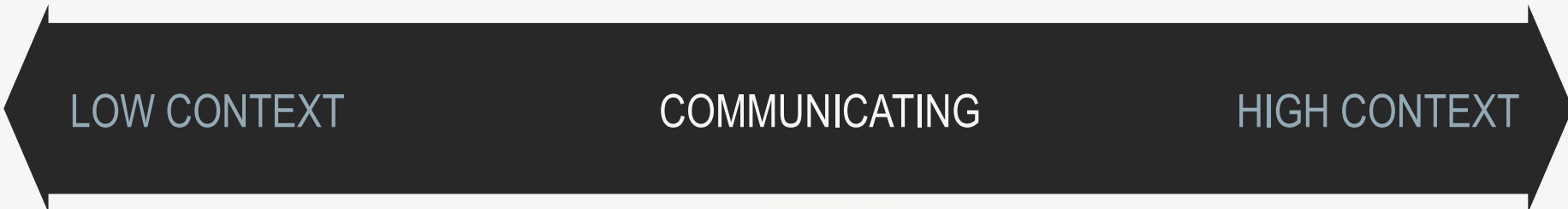
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Canada New Zealand Finland Mexico Peru India Kenya China Korea



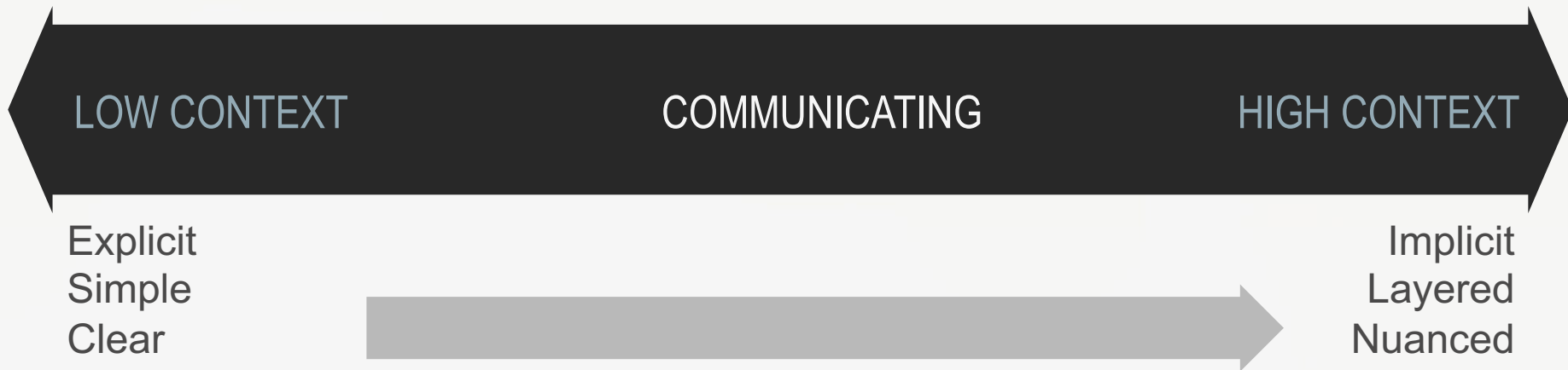
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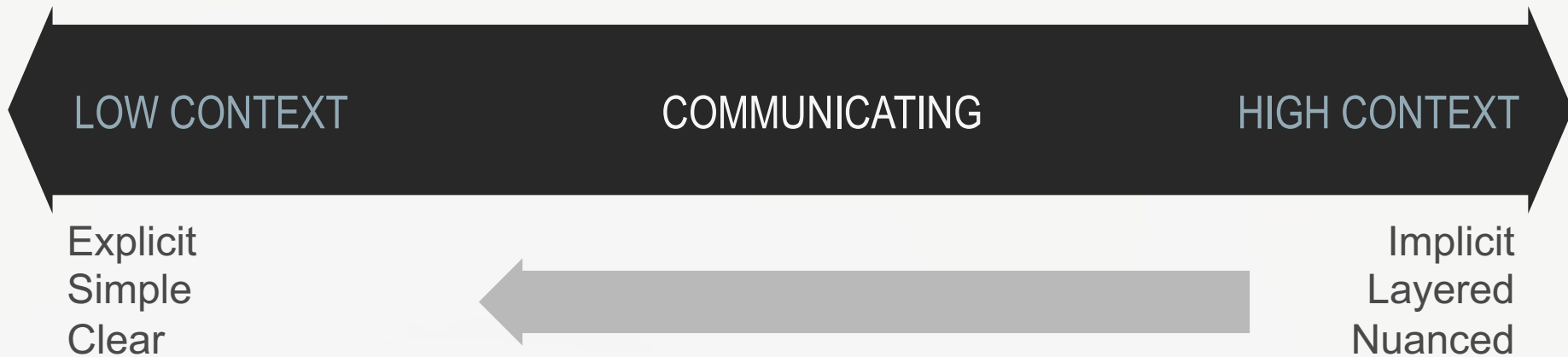


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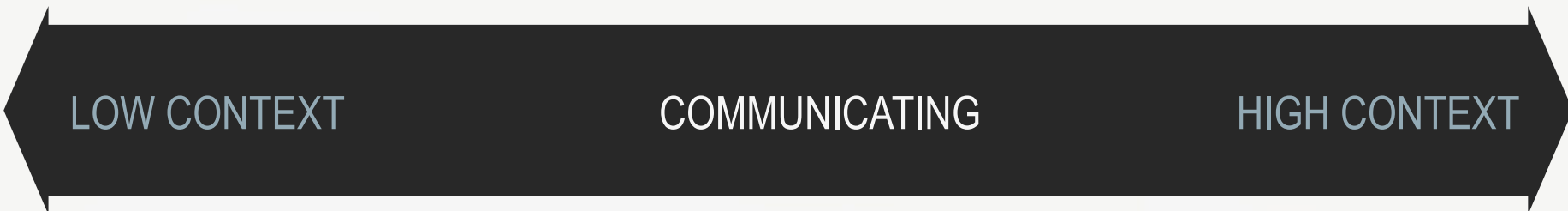


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Australia Germany Denmark Sweden Brazil Italy Russia Nigeria Saudi Indonesia
Canada New Zealand Finland Mexico Peru India Kenya China Korea





US Netherlands UK Poland Spain France Zimbabwe Philippines **Japan**
Australia Germany Denmark Sweden Brazil Italy Russia Nigeria Saudi Indonesia
Canada New Zealand Finland Mexico Peru India Kenya China Korea



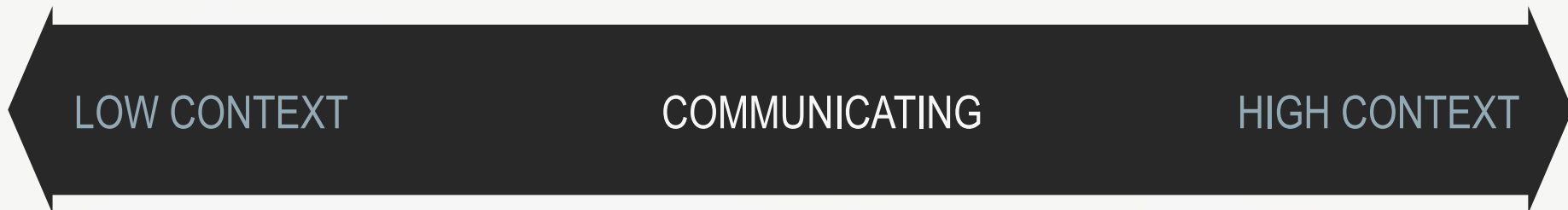
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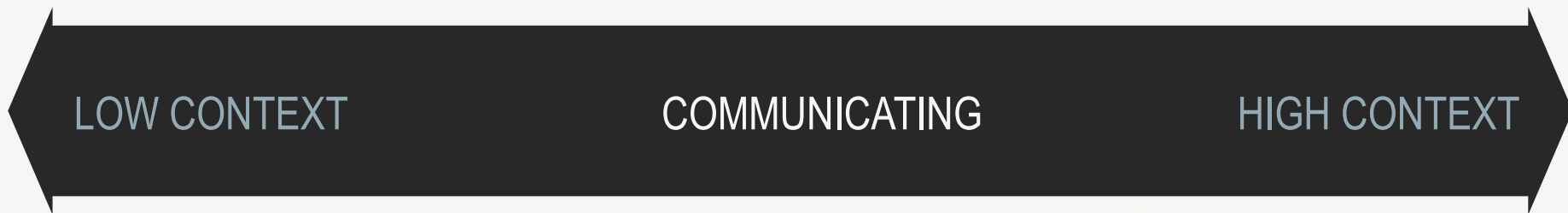


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Canada New Zealand Finland Mexico Peru India Kenya China Korea



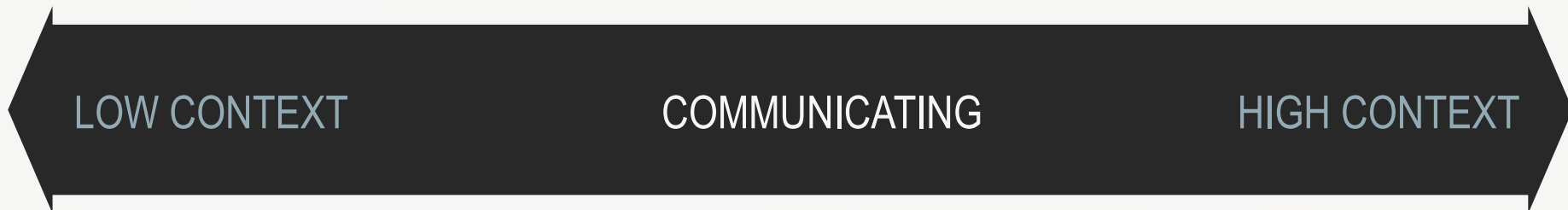


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Multi-cultural teams need **low context processes**.

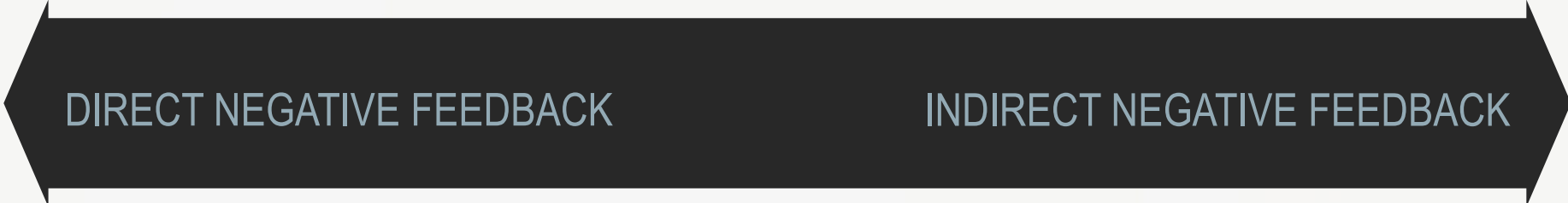


With low context people be **as explicit as possible**. Put it in writing. Repeat key points.



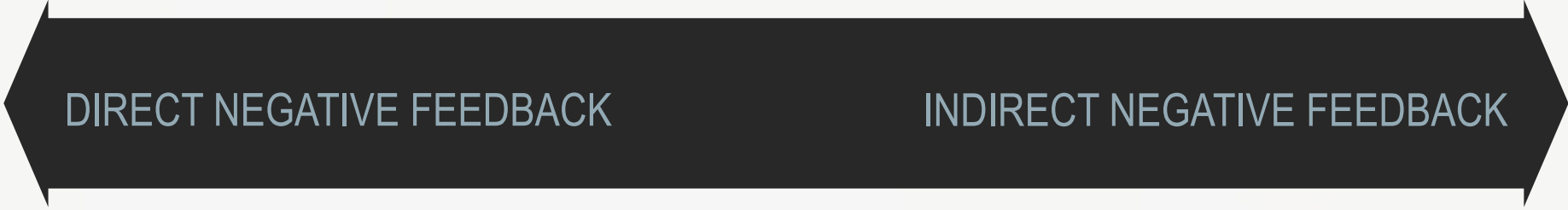
With high context people ask clarifying questions, repeat yourself less, and work on **increasing their ability to “read the air”**.





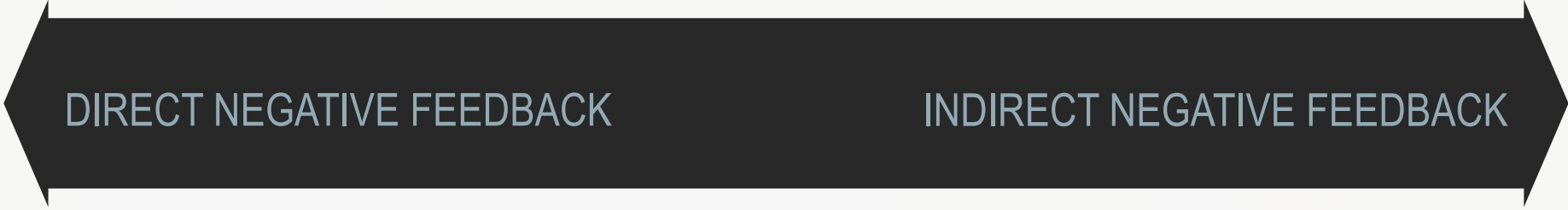


Russia Germany **Nigeria** Spain USA UK **India** China **Korea** Japan
Netherlands France **Australia** Canada Brazil Mexico **Zimbabwe** **Indonesia**
Israel Poland Denmark Italy Argentina **Kenya** Saudi **Philippines**





Russia Germany Nigeria Spain USA UK India China Korea Japan
Netherlands France Australia Canada Brazil Mexico Zimbabwe Indonesia
Israel Poland Denmark Italy Argentina Kenya Saudi Philippines





Up-graders:

Definitely

Very

Certainly

Clearly

In Fact

Down-graders:

Sort of

Kind of

Maybe

Pretty Much

I Guess



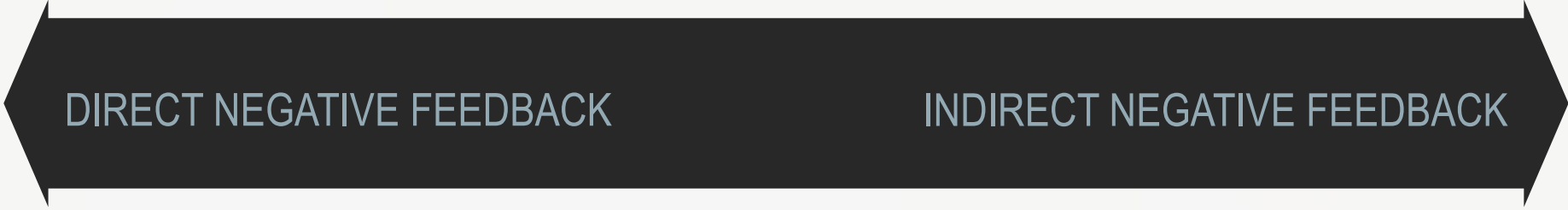


Russia Germany Nigeria Spain **USA** UK India China Korea Japan
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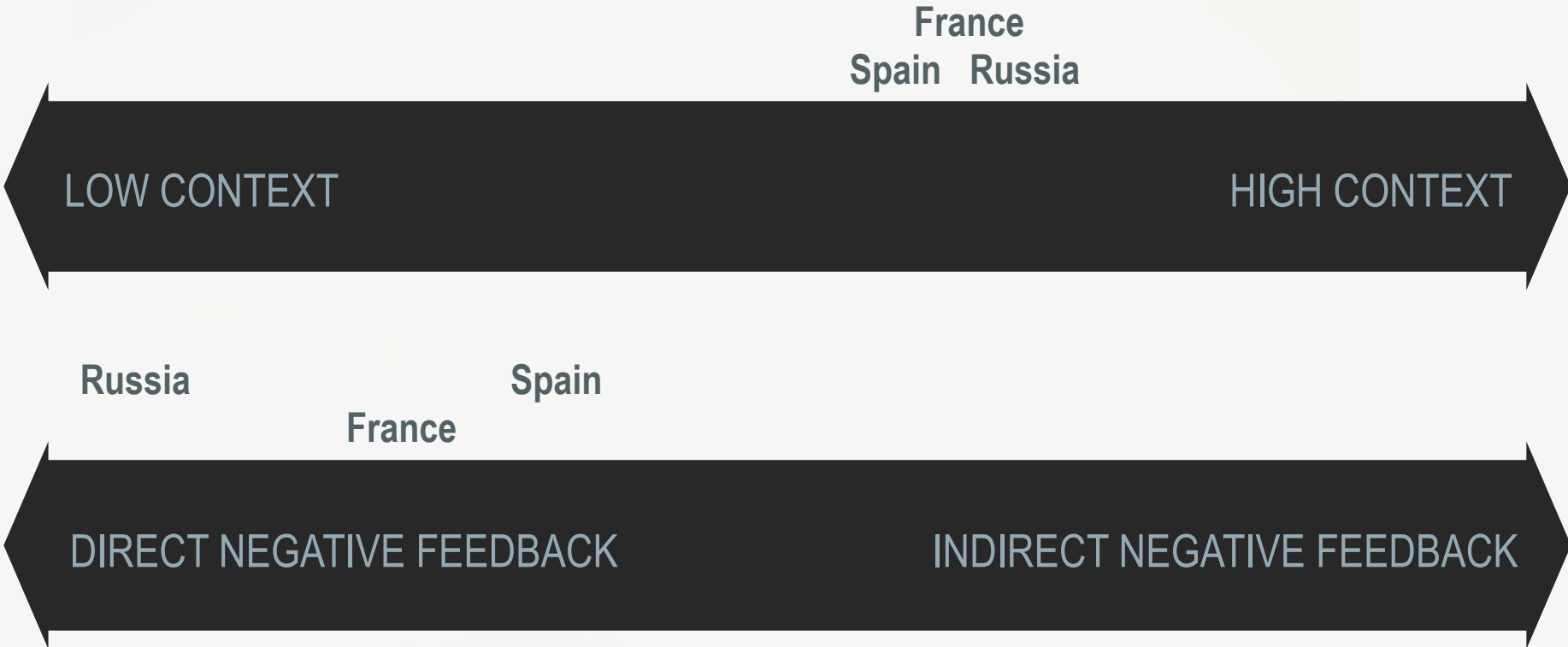


Netherlands
Germany



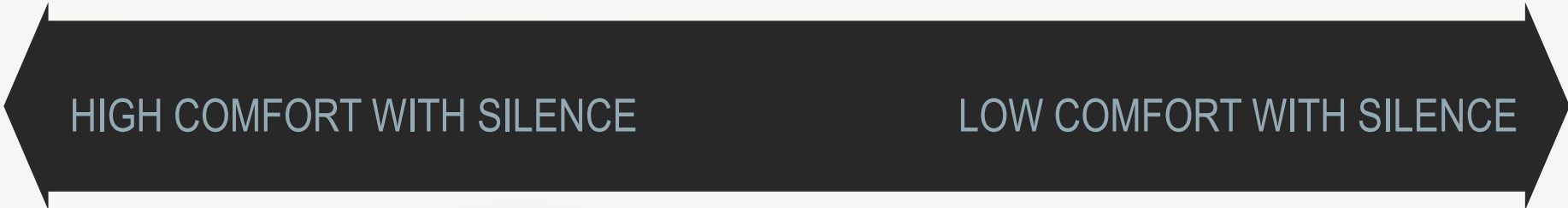
Netherlands
Germany








Japan Korea Ethiopia Russia Saudi Denmark Netherlands Spain France UK
Indonesia Finland China Sweden Germany India Brazil Australia US
Philippines Zimbabwe Poland Nigeria Mexico Italy






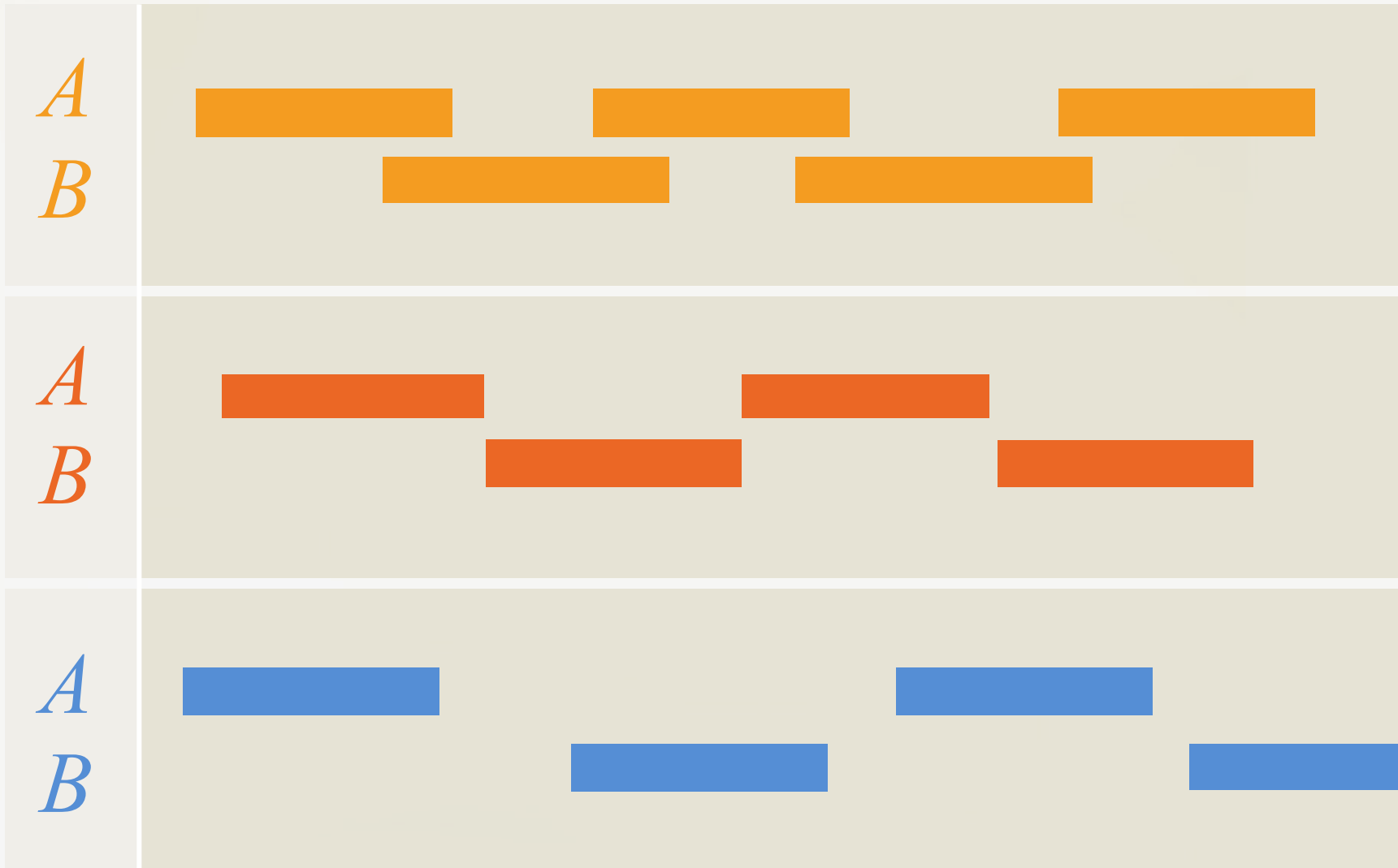
<i>A</i>	
<i>B</i>	

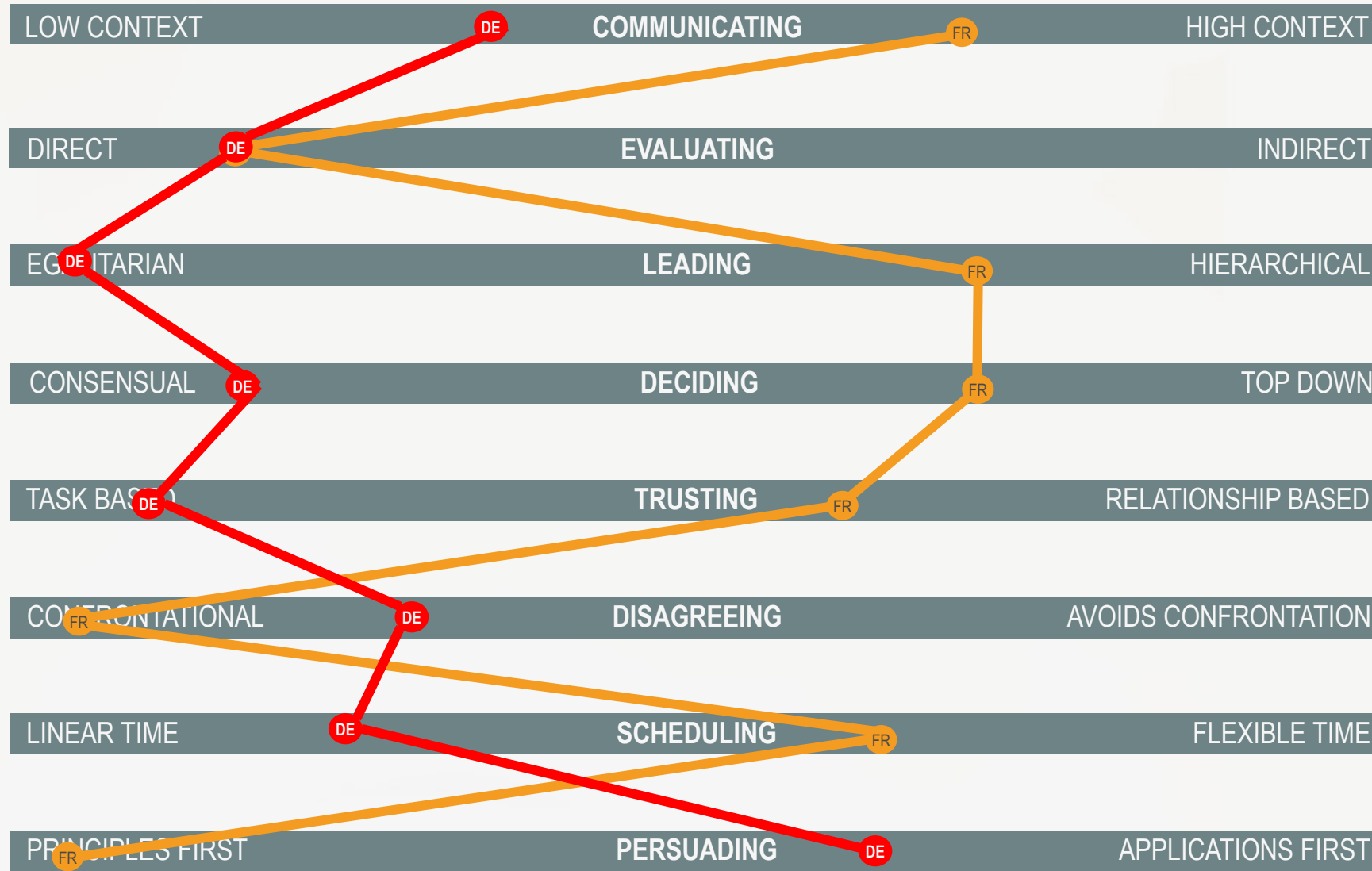




<i>A</i>			
<i>B</i>			
<i>A</i>			
<i>B</i>			

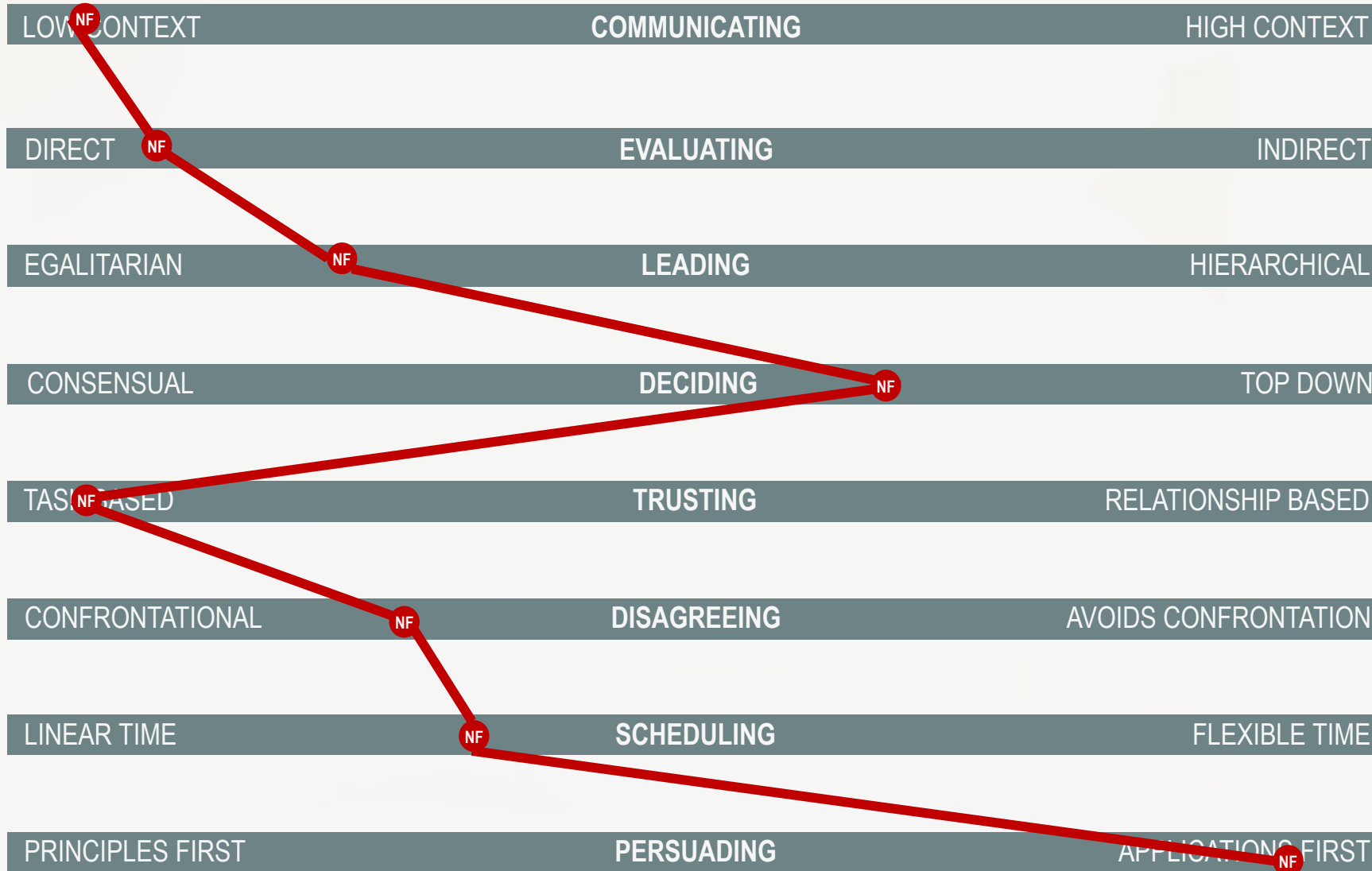
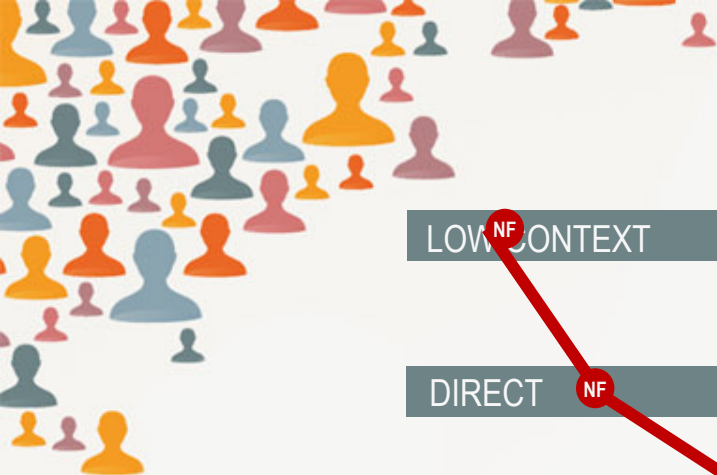


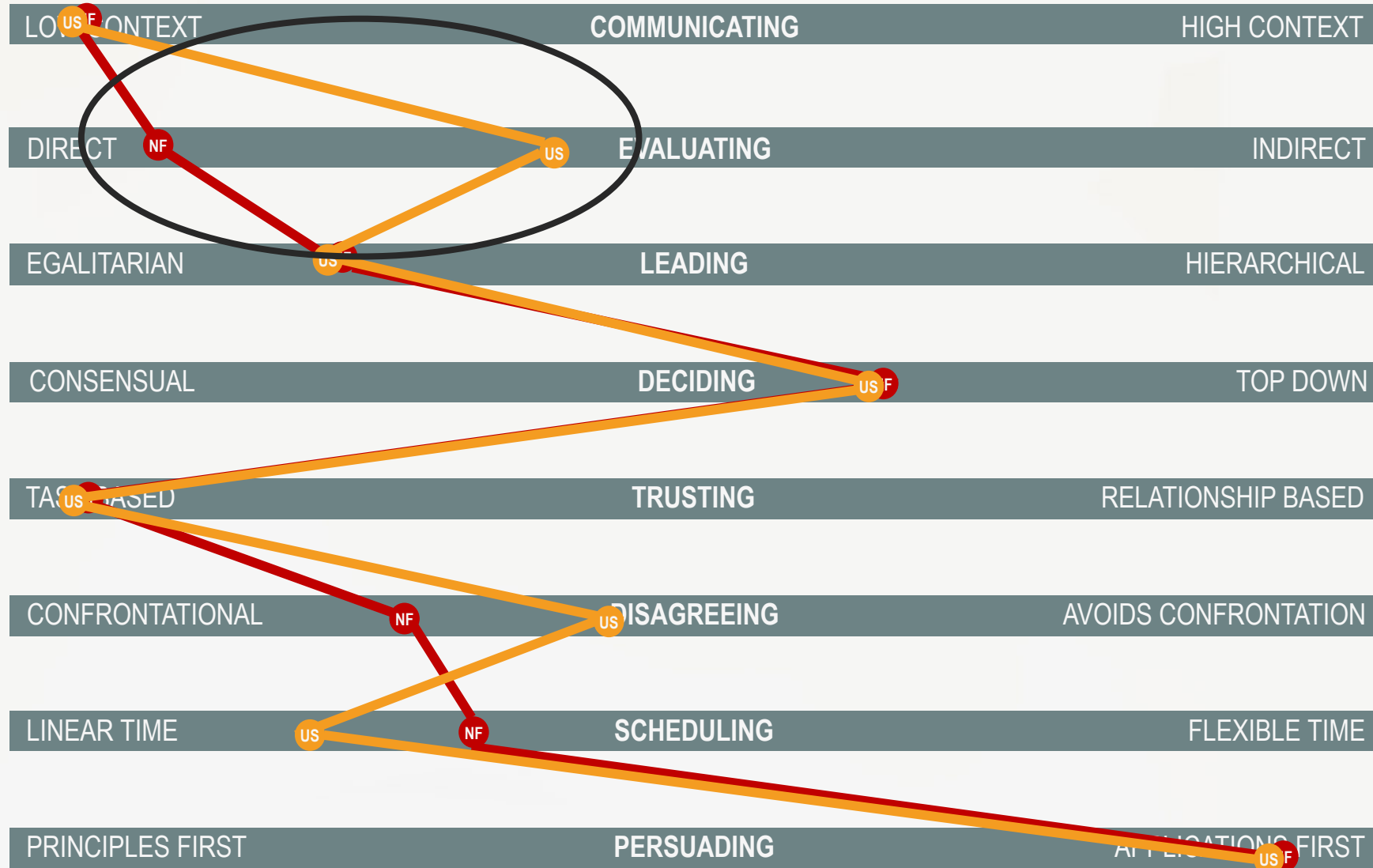




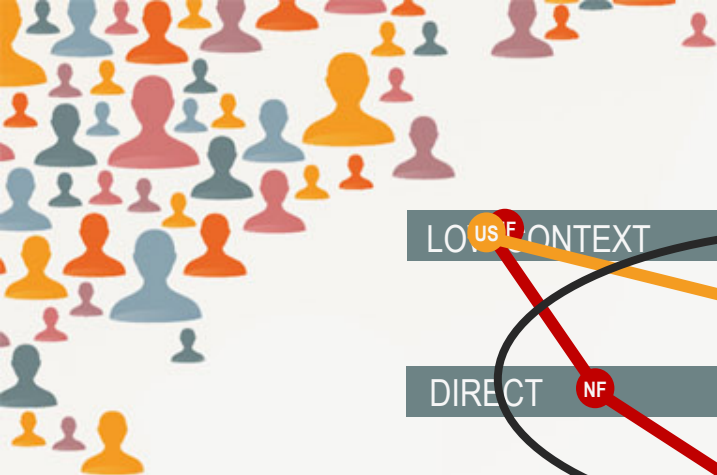
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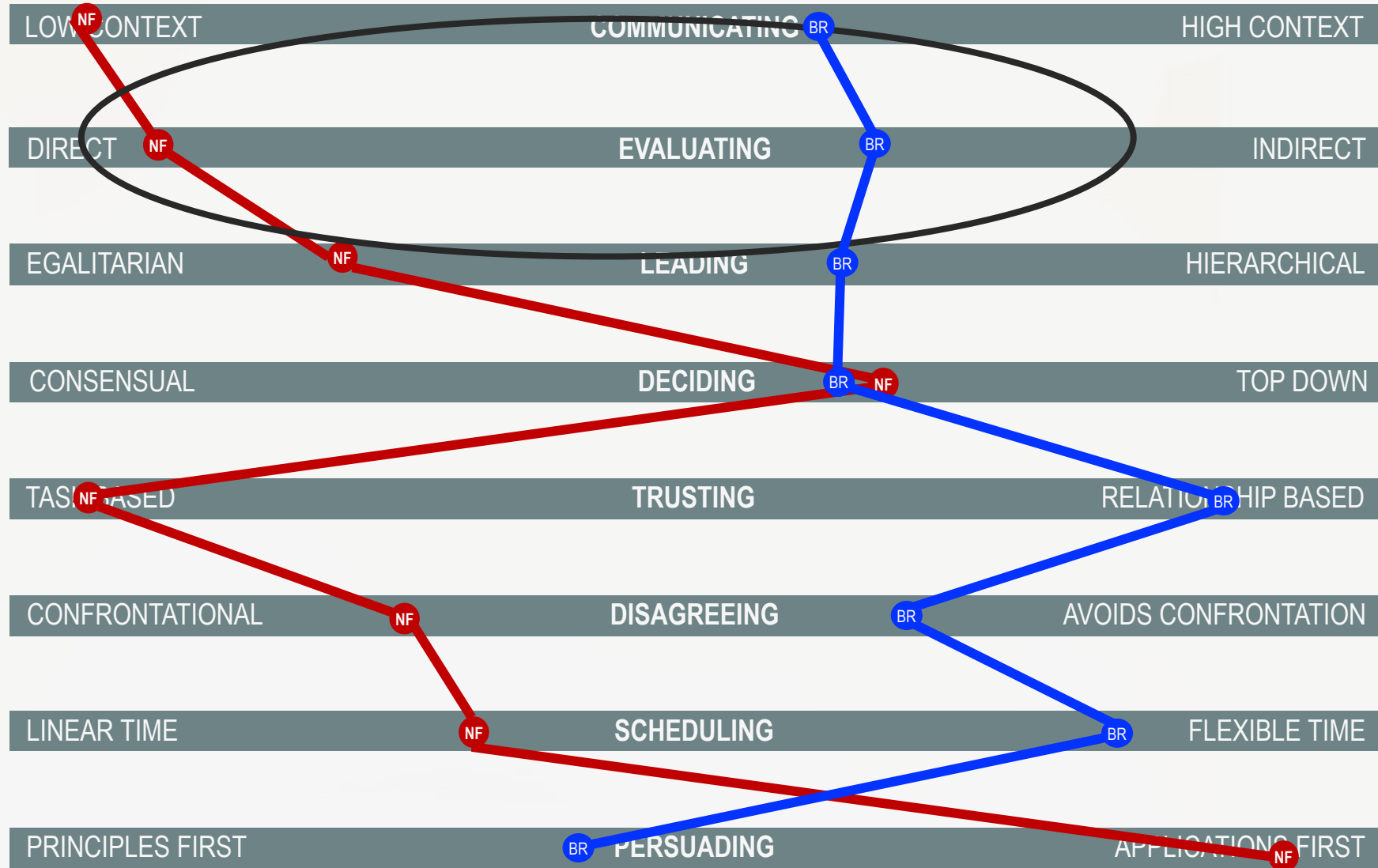
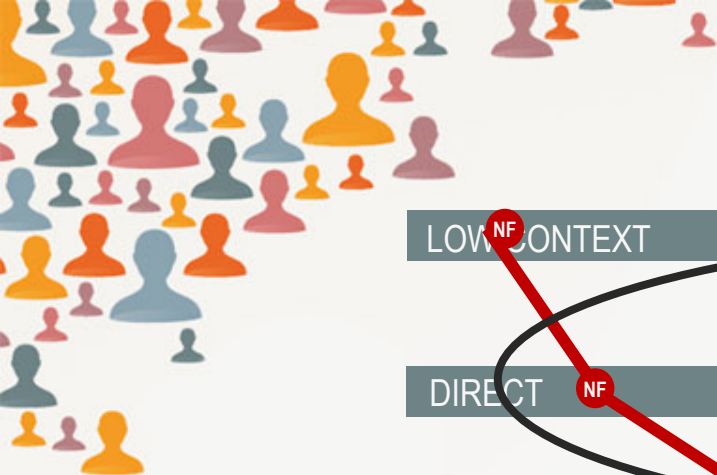






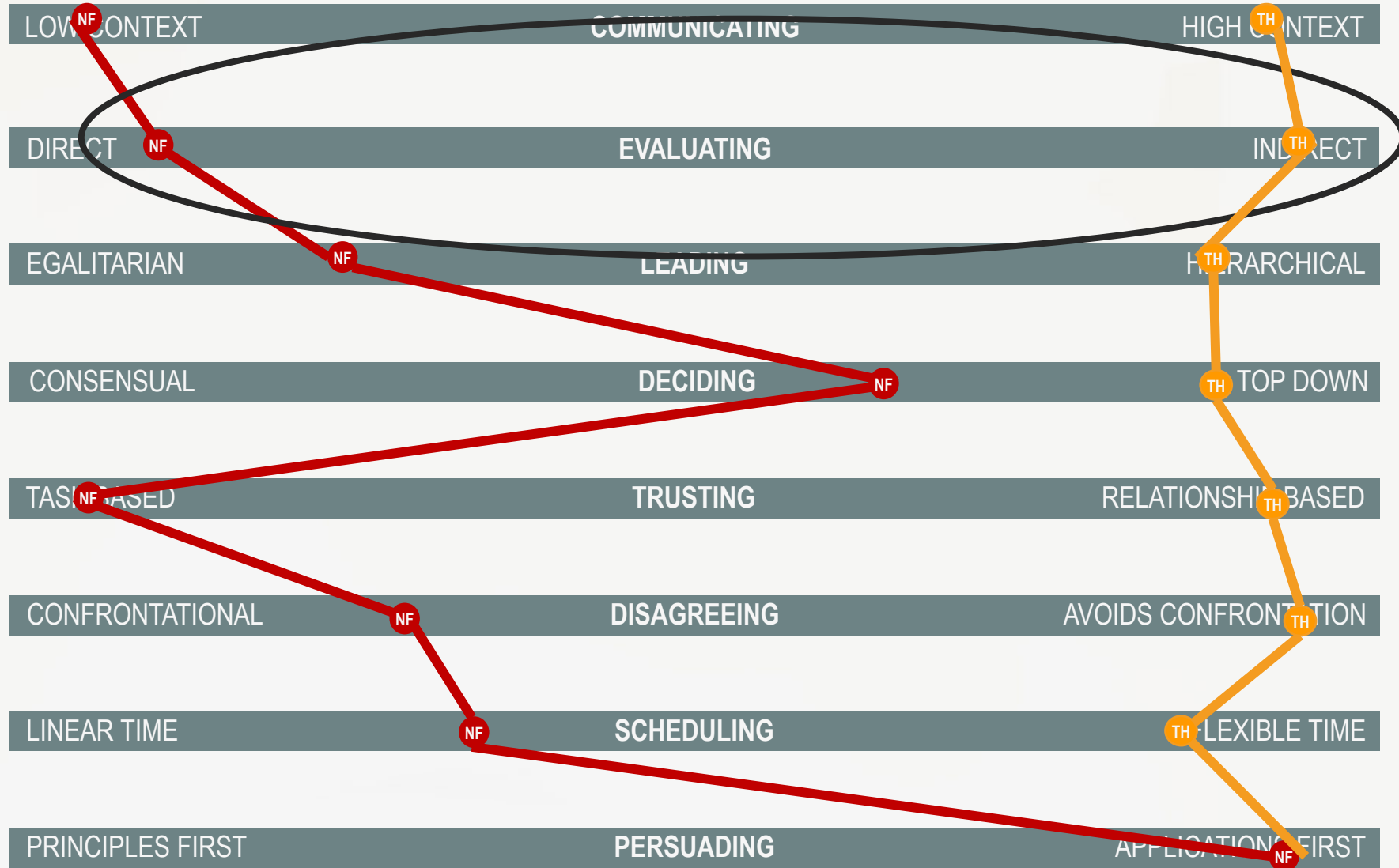
NF Netflix US USA



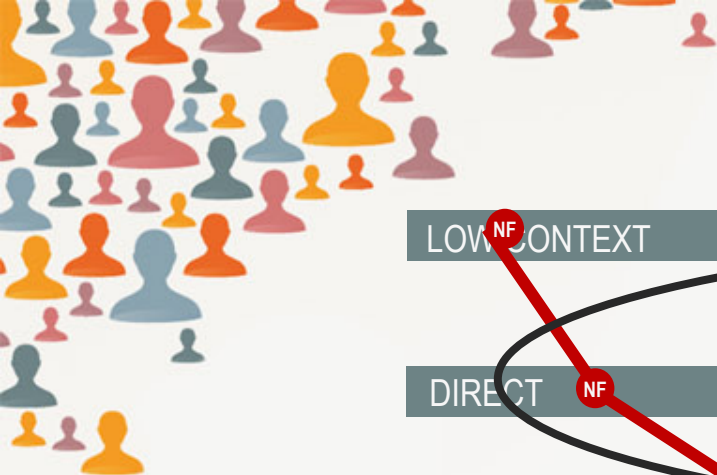


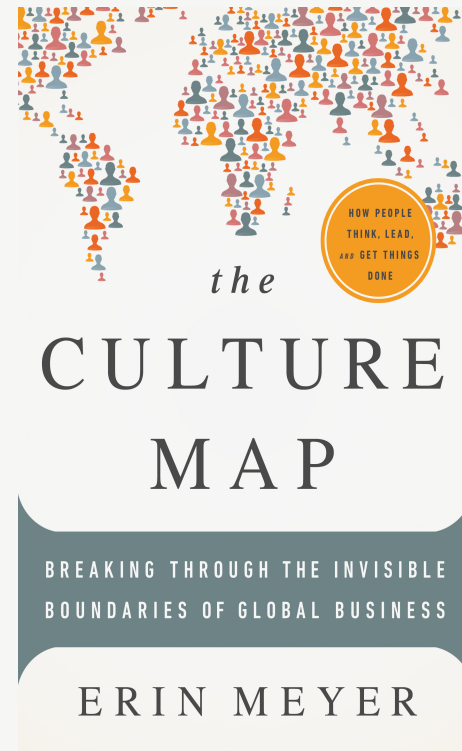
NF Netflix **Br** Brazil





NF Netflix TH Thailand





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