



ICANN Academy

Developing Intercultural Awareness

WEBINAR



incite learning

Webinar Agenda



After the culture program last fall we surveyed the participants to see what further discussions would be of interest. These were the topics. Let's begin with an overview from the program.

- Relationship to rules and time
- Relating diverse cultures to ICANN
- Personal experiences of intercultural aspects of ICANN

Cultural Iceberg



Explicit Culture
THE WHAT

Fashion
Architecture
Food & Drink
Music, Literature, Art
Language, Gestures,
Greetings, Manners

Communication Style, Rituals & Ceremonies

Implicit Culture
THE WHY

Ideas about leadership and power
Ideas about time and space
Ideas about relationships and teams
Ideas about communication and dialogue

Religious Beliefs
Worldviews and outlook
Fundamental Values

Cultural Underpinnings



- **Relationships:** Individual vs. Collective
- **Social context:** High vs. Low
- **Relationship to time:** Linear, Flexible or Cyclical
- **Communication:** Direct vs. Indirect. Formal vs. Informal
- **Relationship to power:** Hierarchical vs. Democratic
- **Getting things done:** Task vs. Relationship Orientation

High Context

- Relies on implicit, indirect communication
- Emphasizes non-verbals
- Subordinates tasks to relationships
- Relies on intuition or trust rather than facts and statistics
- Favors circular or indirect reasoning

Low Context

- Relies on explicit communication
- Emphasizes verbal communication
- Separates tasks from relationships
- Relies on facts and statistics
- Prefers linear reasoning

Orientation to Time



Linear Time

- Entity to be save, spent, wasted
- Completes tasks sequentially
- Focuses on task to be completed
- Separates work from family
- Seeks to control time with schedule
- Focuses on future

Flexible Time

- Time is fluid and flexible
- Works on multiple tasks
- Nurtures relationships related to tasks
- Views work, family, and social as one
- Reacts as the day unfolds
- Focuses on present

Cyclical Time

- Time is circular and repetitive
- Tasks completed reflectively over long period
- Sees connections and interrelatedness in people and events
- Believes that life controls time
- Focuses on the past

Orientation to Time



CULTURAL VIEWS TOWARD TIME

Linear Time	Flexible Time	Cyclical Time
Views time as an entity to be saved, spent, or wasted	Views time as fluid and flexible	Views time as circular and repetitive
Completes tasks sequentially	Works on multiple tasks simultaneously	Completes tasks over a long period of contemplation and reflection
Focuses on the task to be completed within a certain time frame	Focuses on and nurtures the relationships represented by the tasks	Focuses on the long term in tasks and relationships
Separates work from family and social life	Views work, family, and social life as one	Sees connections and interrelatedness in people and events
Seeks to control time by maintaining a rigid appointment schedule	Reacts as the day's events evolve	Believes that life controls time
Focuses on the future	Focuses on the present	Focuses on the past

Formal

- Codes of conduct
- Honorifics and titles
- Degree of status dictates level or interaction
- Language uses formal and informal pronouns

Informal

- Everyone is treated the same on surface
- First names used quickly
- Deference is uncomfortable
- Language protocols are less rigid

Direct communication

- Moves in a straight line to the point, without getting sidetracked
- Primarily relies on words to convey meaning
- Doesn't leave room for interpretation of what is being said

Indirect communication

- Moves in a tangential manner, looping and looping closer to the point
- Relies on context and body language to convey part of the meaning
- Leaves room for interpretation

Relationship to Power



Hierarchical: High Power Distance

- Obvious hierarchy and structure
- Knows who is in charge
- Saving face is important
- Paternalistic, decisions taken by superiors
- Communication is top down

Democratic: Low Power Distance

- Less rigid structure flatter organizations
- People see themselves as equals
- Decision making is shared
- Less formal communication
- Who is responsible is less clear

Getting things done



Task oriented

- Achieving results is more important than building relationships
- Getting to know people is part of working together
- Focus on the task, usually critical feedback

Relationship oriented

- Forming relationships is the only way to get things done
- It is important to get to know people, before starting to work with them
- Focus on the relationship, looking for points of agreement first

- Relating diverse cultures to ICANN
- Personal experiences of intercultural aspects of ICANN

Anticipate & Adapt to Cultural differences



- Examine your own cultural conditioning
- Watch for discomfort that can signal cultural differences
- Recognize & modify your communication

- **Err on the side of being formal, indirect, hierarchical because it is easier to go to the other side.**

Communicating across cultures: « guidelines »



- **Speak clearly & more slowly than usual**
- **Pronounce your words clearly & enunciate carefully**
- **Use the simplest & most common words in most cases**
- **Avoid slang & colloquial expressions**
- **Use visuals**
- **Confirm your spoken communications by memos, e-mails, letters, faxes**