Univerza v Mariboru

FERI
Fakulteta za elektrotehniko, računalništvo in informatiko

ABC – Multicultur Awareness Workshop

Tatjana Welzer
tatjana.welzer@um.si

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BlendED

ATHENA
EUROPEAN UNIVERSITY

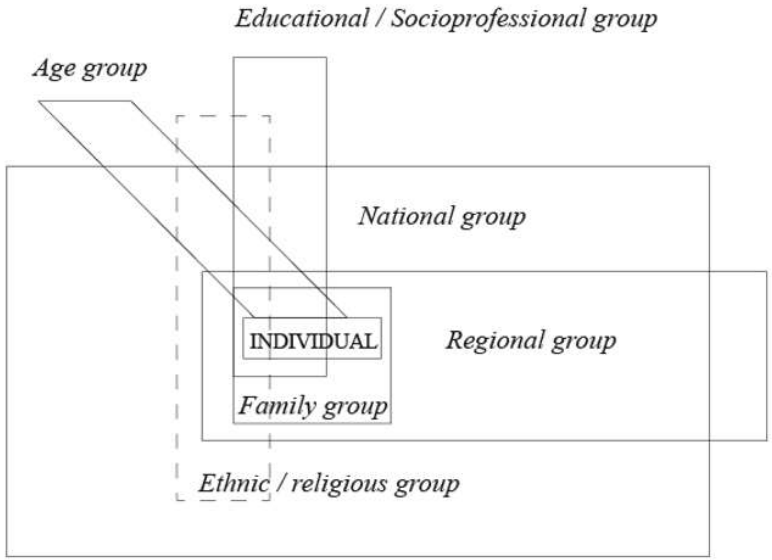
Content

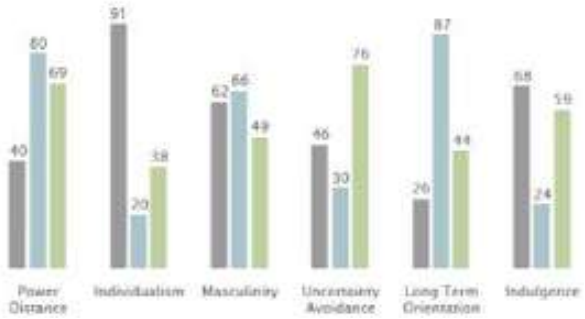
- Introduction
  - Intercultural Communication problems and possible solutions
- What is Culture?
  - Problems and solutions
  - Definitions
- Cultural Awareness
- Cultural Shock
- Cultural Stereotypes



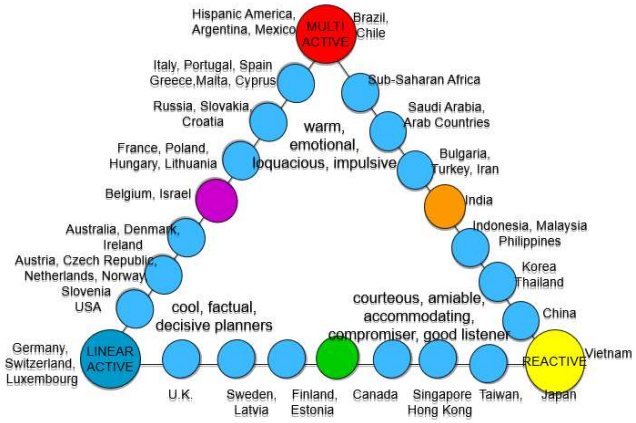
Content

- Models in Culture
  - Cultural matrix
  - Iceberg
- Hofstede model
- Lewis model
- Summary
  - Questions









Problem - Language

Suomen kuntaperusteinen järjestelmä on hyvä, demokraattinen sekä tehokas järjestelmä ja kestää kansainvälisen vertailun.



フィンランド地方政府ベースのシステムは良い、民主的かつ効率的なシステムと国際規格のである。



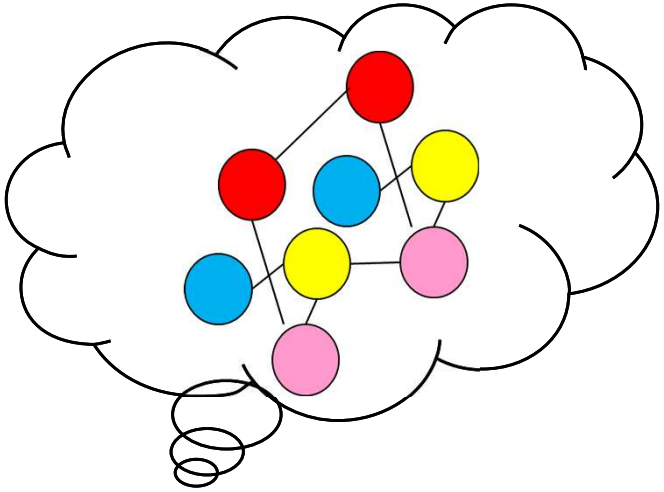
Finse plaaslike regering-stelsel is 'n goeie, demokratiese en doeltreffende stelsel en van 'n internasionale standaard. Die direksie is van mening dat die kollege-gebaseerde diens stelsel.

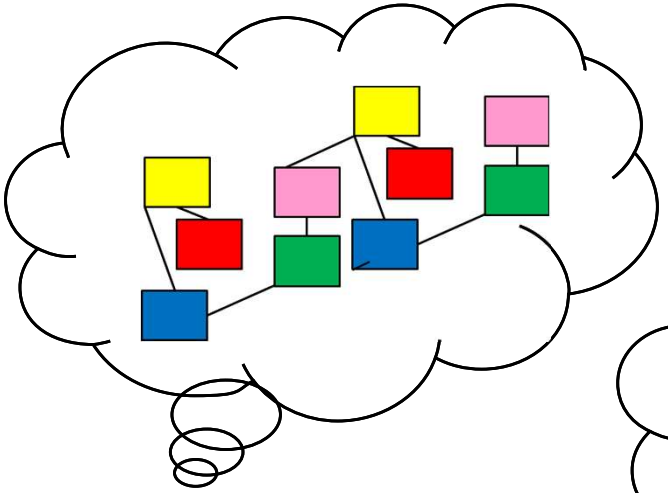


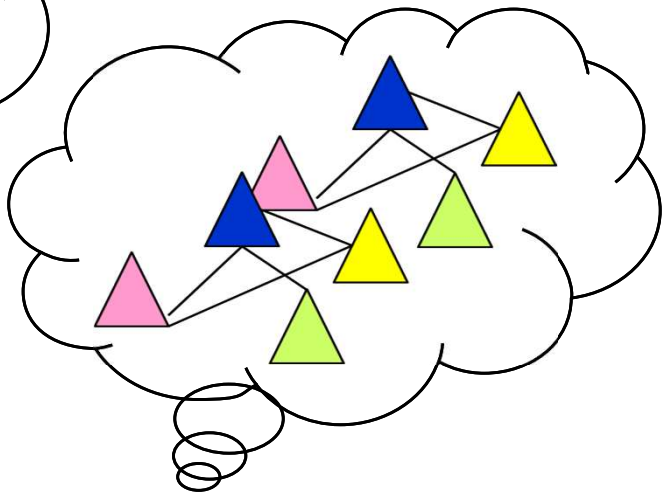
Problem - Behavioral Patterns



Problem - Formulation of concepts and sentences









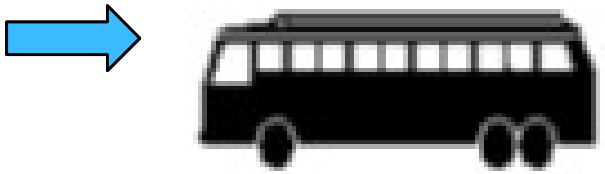




Result - Misunderstanding



Communicating the requirements



Requirements specification



Final implementation



This was in the mind of the client

Solutions - Icons







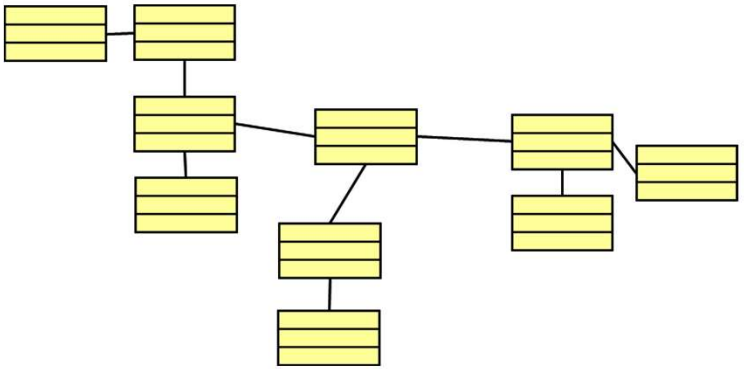


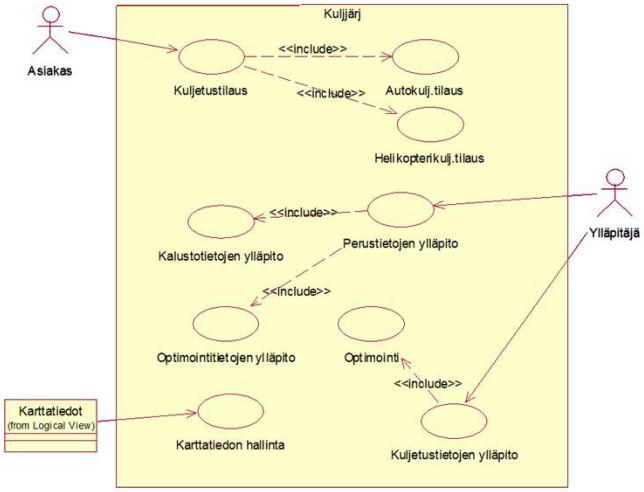


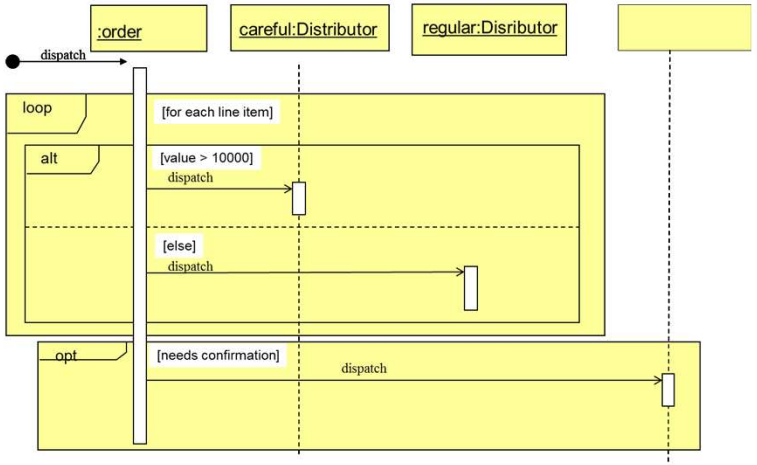
Solutions - Icons

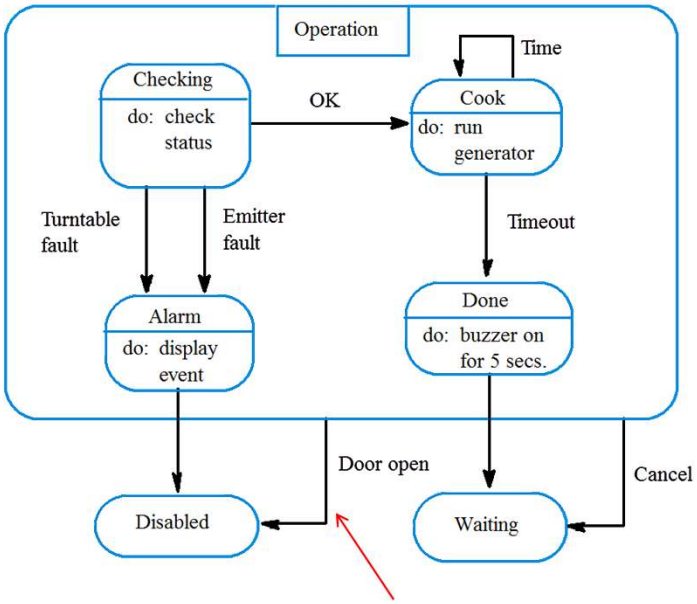


Solutions - Models









What is Culture?

- Familar word with a complex history
  - Diverse range of meanings
- Culture is a sum of ways of living including:
  - Behavioral norms
  - Linguistic expressions
  - Styles of communication
  - Patterns of thinking and beliefs

What is Culture?

- Collective phenomenon, shared with people who live or lived within the same social environment – unwritten rules of social game. Distinguishes different group of people (Hofstede)

What is Culture?

- Cultural behaviour is the end product of centuries of collected wisdom, filtered and passed through hundreds of generations and presented by numerous beliefs, notions and other patterns (Lewis)
- Culture is a creative meaning-making process, constantly being produced and reproduced by multiple groups (Gramsci)

What is Culture?

- Culture is a particular way of life for a group of people, comprising the deposit of knowledge, experience, beliefs, values, traditions, religion, notions of time, roles, spatial relations, worldviews, material objects and geographical territory (Liu, Volčič, Gallois)

What is Culture?

- Cultural levels (Alvesson, Berg)
  - National culture and culture in societies
  - Regional and local culture
  - Business cultures - professional and functional culture
  - Organizational and corporate culture
    - Functional subculture
    - Social groups
    - Professional and functional culture

Cultural awareness

- Ability of observing culture from outside
- Foundation of communication that involves the capability of standing back from ourselves and becoming aware of different cultures, beliefs and perceptions
- Cultural awareness is based on knowledge of the foreign culture and own culture

Cultural awareness

- Becoming cultural aware:
  - People realize that we are not all the same, that the similarities and differences are both important, that there are multiple ways to reach the same goal and finally that the best way depends on the cultural possibility
  - People from different cultural societies can see, interpret and evaluate things in different ways
  - Cross cultural dialogue

Cultural Shock

- Common way to describe the confusing and nervous feelings a person may have after leaving a familiar culture to live in a new and different culture.
- Leads to feelings of disorientation and anxiety.
- To understand cultural shock, it helps to understand what culture is.
- Reverse cultural shock.

Cultural Stereotypes

- Beliefs about characteristics of a certain group based on physical attributes or social status
- Beliefs that should be not generalize to all members of the group or country
- Forms of social consensus rather then individual judgements
- Base of prejudice

Cultural Stereotypes - Examples

- Mexicans came into America illegally.
- All people who live in England have bad teeth.
- All Africans speak one language
- Asians are good at math, like rice and drive slow.
- Americans are generally friendly, generous, and tolerant, but also arrogant, impatient, and domineering

Cultural Stereotypes



Cultural Stereotypes



Cultural Stereotypes

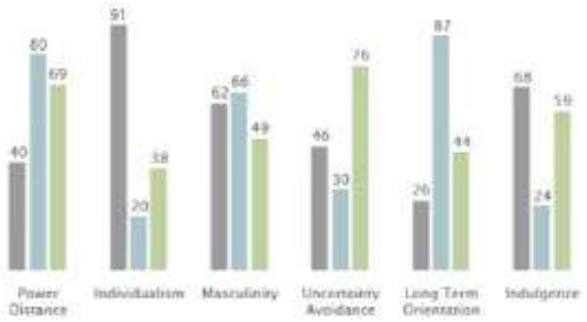


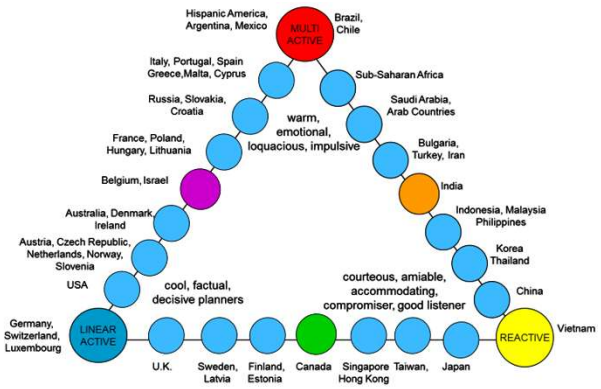


Models in Culture

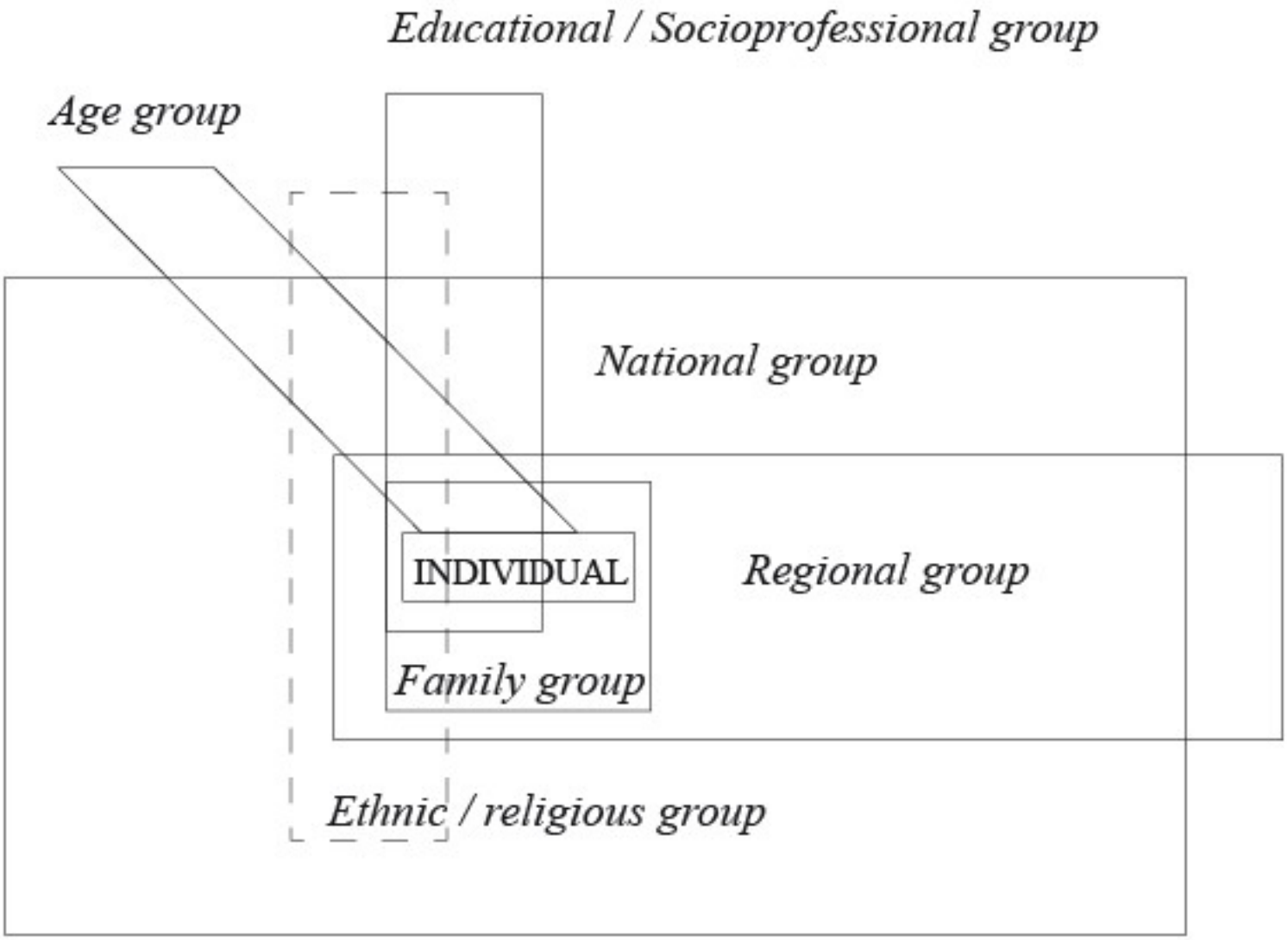


- Models and structures:
  - *Iceberg model*: Explicit and hidden layers
  - *Onion model*: Culture consist of many layers, which can change places
  - *Cultural matrix :* Overlap of cultural groups
  - *Hofstede model*
  - *Lewis model*





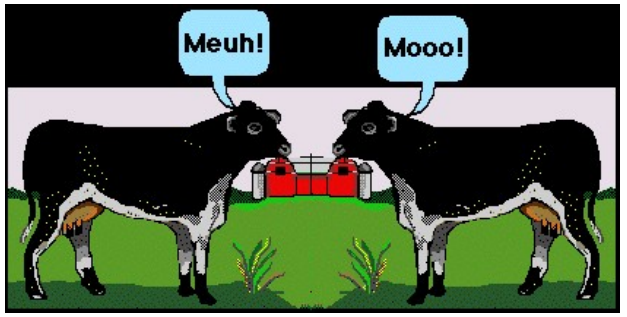
Models in Culture: Cultural matrix



Geert Hofstede (http://geert-hofstede.com/)

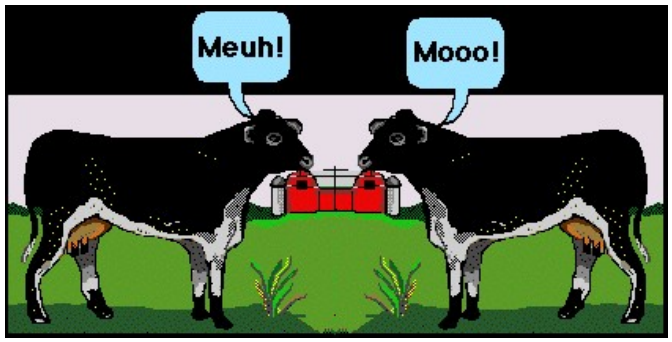


- A Dutch social psychologist who studied national and organizational cultures.
- Originally based on IBM's unique database,
  - Employee survey from 40 different countries
- Supplementing data from other sources
- 4 Dimensions
  - PDI, IDV, MAS, UAI
- The collective programming of the mind which distinguishes the members of one human group from another
  - "Software of the Mind"



Geert Hofstede (http://geert-hofstede.com/)

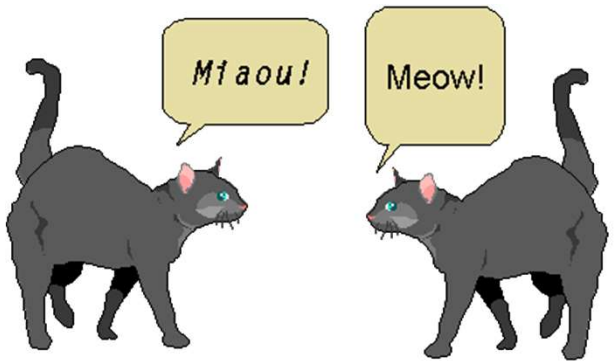
- First 4 dimensions
  - Power Distance (PDI)
  - Individualism versus Collectivism (IDV)
  - Masculinity versus Femininity (MAS)
  - Uncertainty Avoidance (UAI)
- Additional dimensions
  - Long-Term Orientation (LTO)
  - Indulgence versus Restraint (IVR)





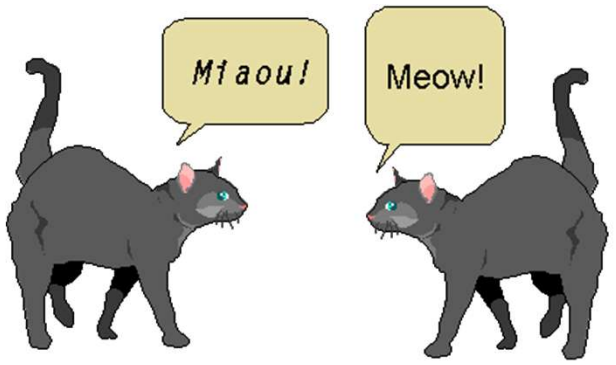
Six dimensions

- **Power Distance (PDI**): the extent to which power differences are accepted
- **Individualism versus Collectivism (IDV):** the extent to which a society emphasizes the individual or the group



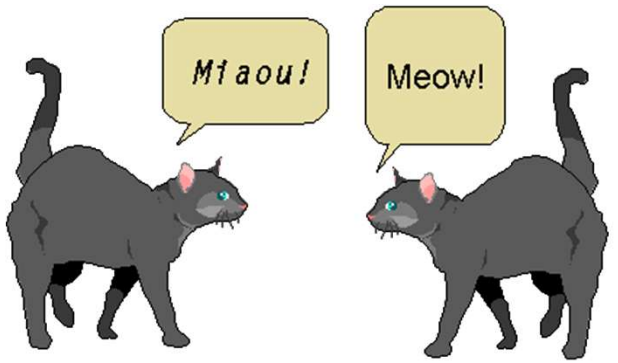
Six dimensions

- **Masculinity versus Femininity (MAS):** refers to the general values in the society – hard / soft values
- **Uncertainty avoidance (UAI):** refers to the extent that individuals in a culture are comfortable (or uncomfortable) with unstructured situations

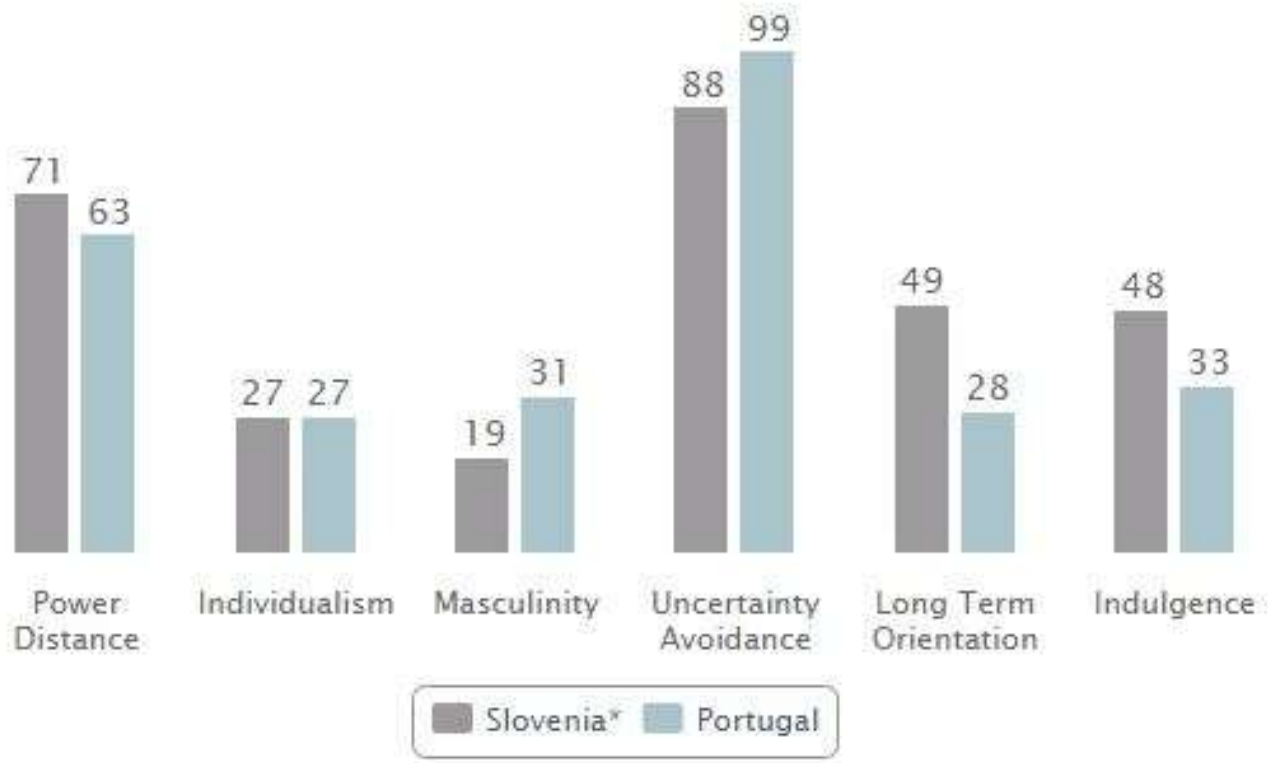


Six dimensions

- **Long-term (Short term) orientation (LTO):** refers to the extent to which the delayed gratification of material, social, and emotional needs are accepted
- **Indulgence / Restraint (IVR):** acceptance of enjoying life and having fun vs. controlling the life by strict social norms.

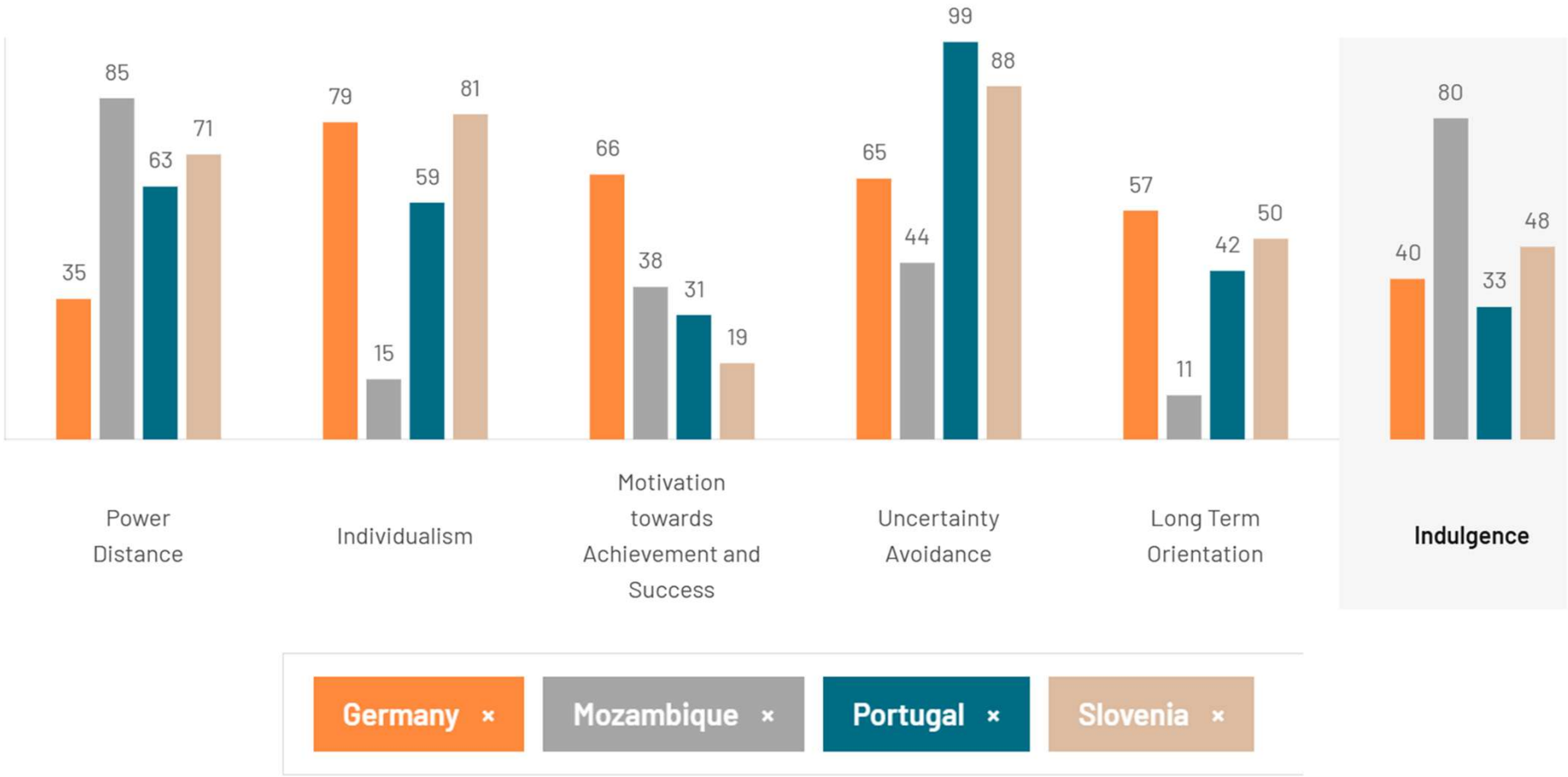


Six dimensions: Slovenia – Portugal

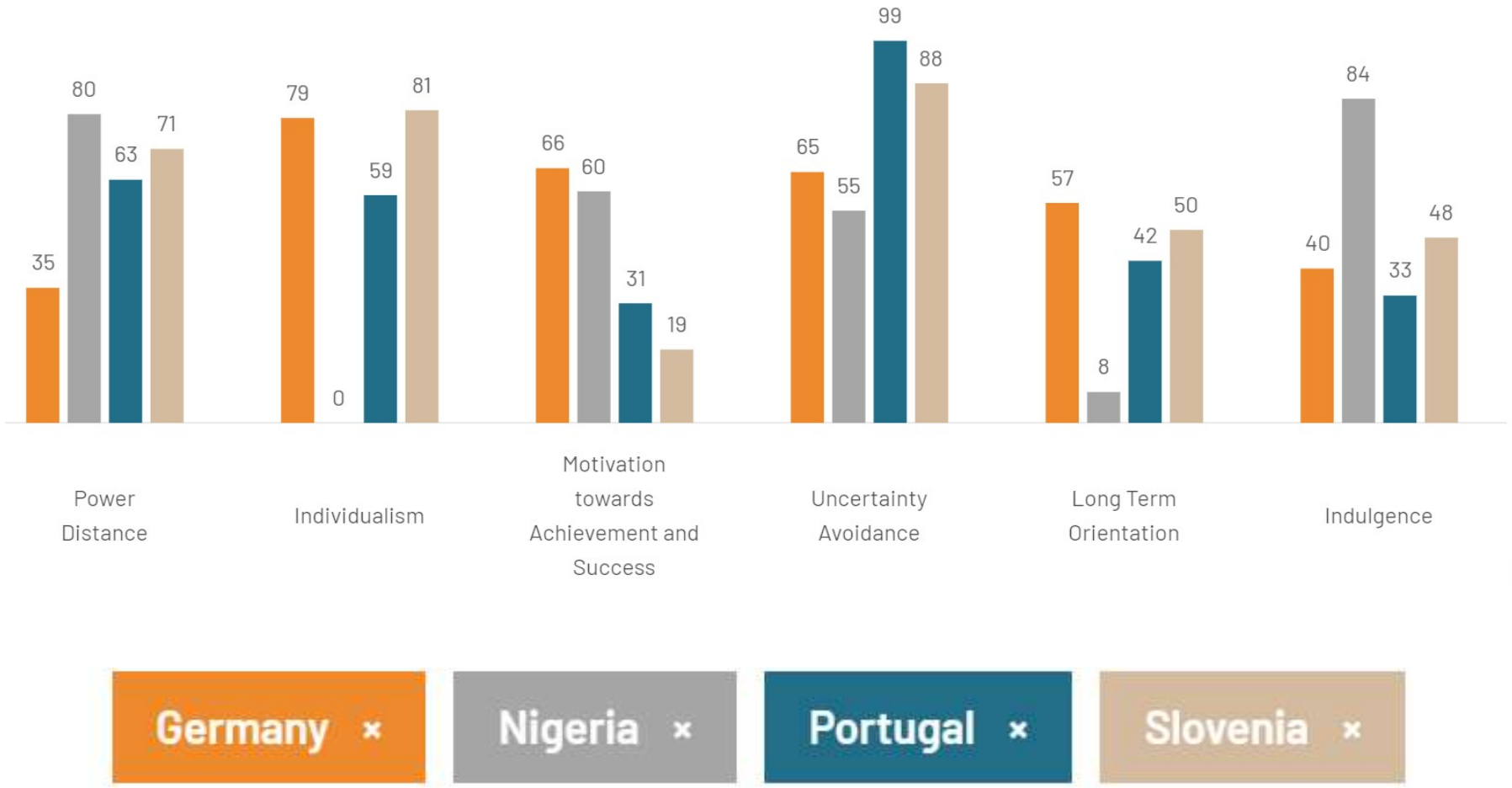


Conflicting situations: almost no conflict situations, some small differences in: leadership (PDI, UAI), decision making (PDI), organizing the work (PDI, UAI), attitude to work (MAS), role of individuals in an organization (IDV)

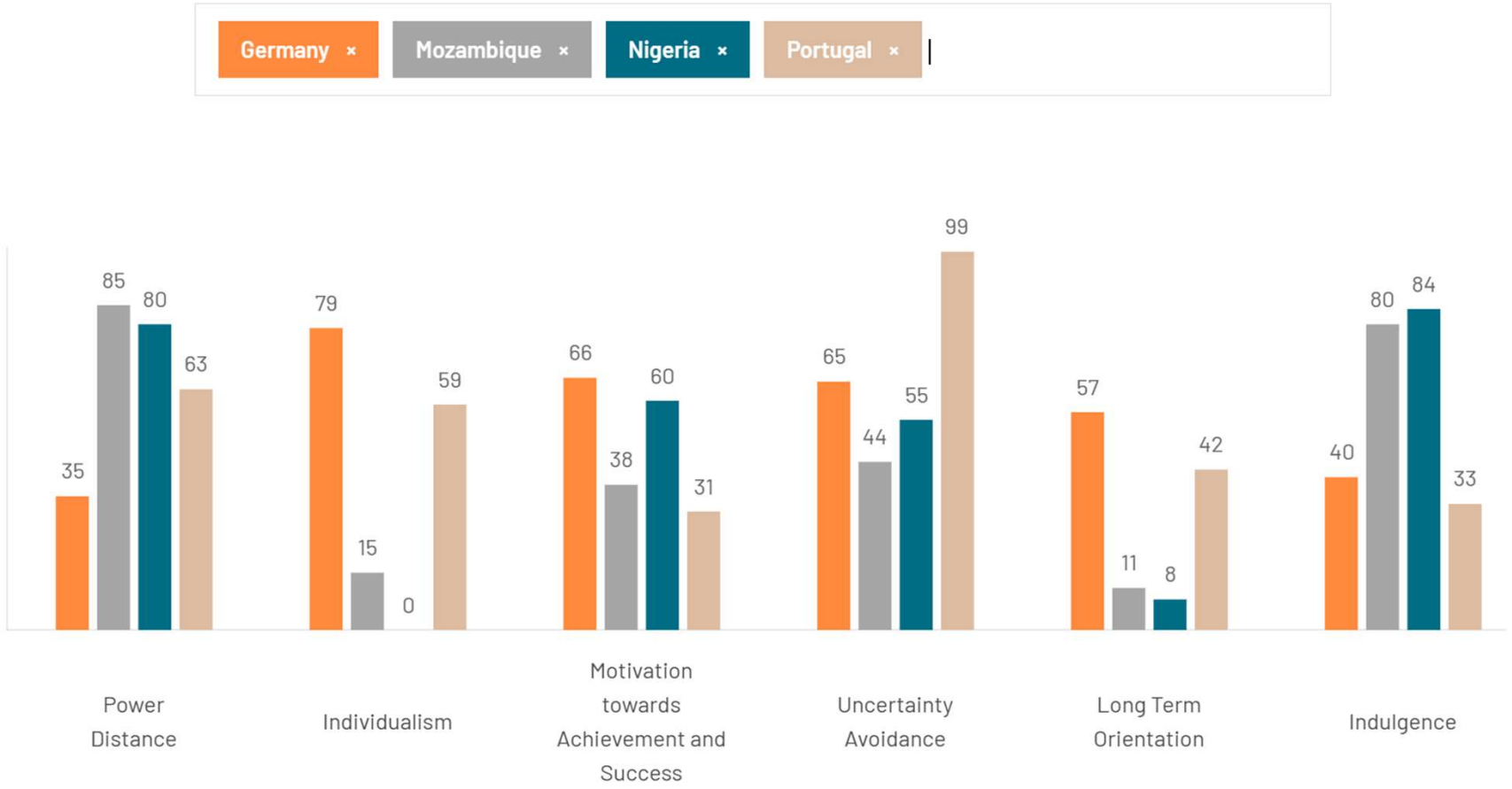
Six dimensions: Germany – Mozambique - Portugal - Slovenia



Six dimensions: Germany – Nigeria - Portugal - Slovenia

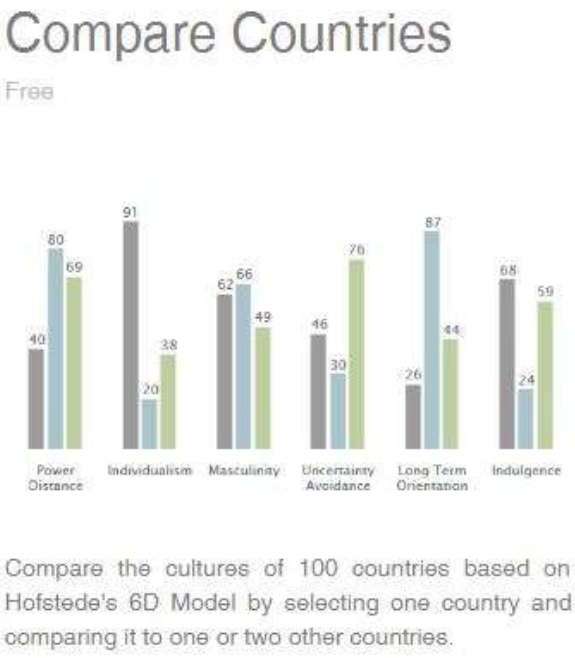


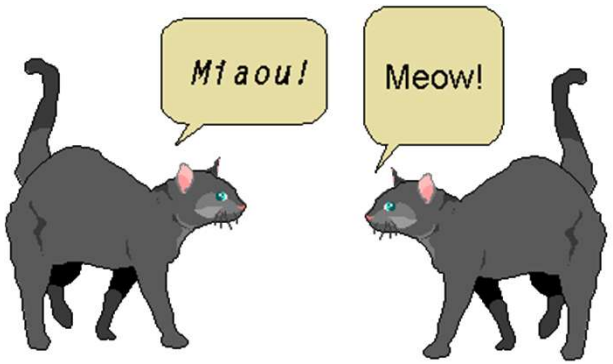
Six dimensions: Germany – Mozambique - Nigeria - Portugal



Six dimensions

- For more examples use the tool to compare countries
  - https://www.theculturefactor.com/country-comparison-tool





Richard Lewis (www.crossculture.com)



- A British cross-cultural communication researcher
- The model is based on the analysis of working patterns of several national culture in IT - branch
- Focus in communication, organizing the work, handling facts and data
- Practice - oriented (resource pages, books, reports)

Richard Lewis (www.crossculture.com)

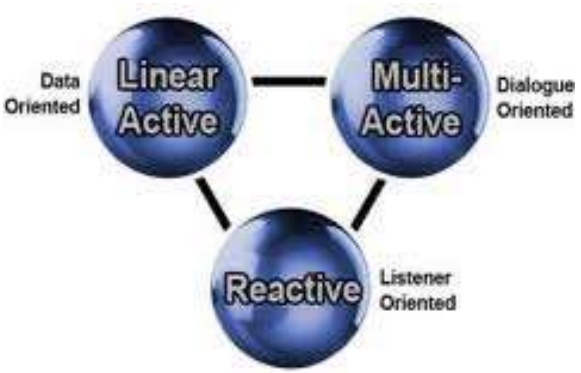


- Basic description of the model:
  - Introduction of the model:
    - http://www.crossculture.com/about-us/the-model/
  - **Linear-active**: task orientation, technical competence, highly organized
  - **Multi-active**: extrovert, human force as an inspirational factor, many things in one time in an unplanned order, people-oriented
  - **Reactive**: people-oriented, dominate with knowledge, patience and quiet control, listening before reacting

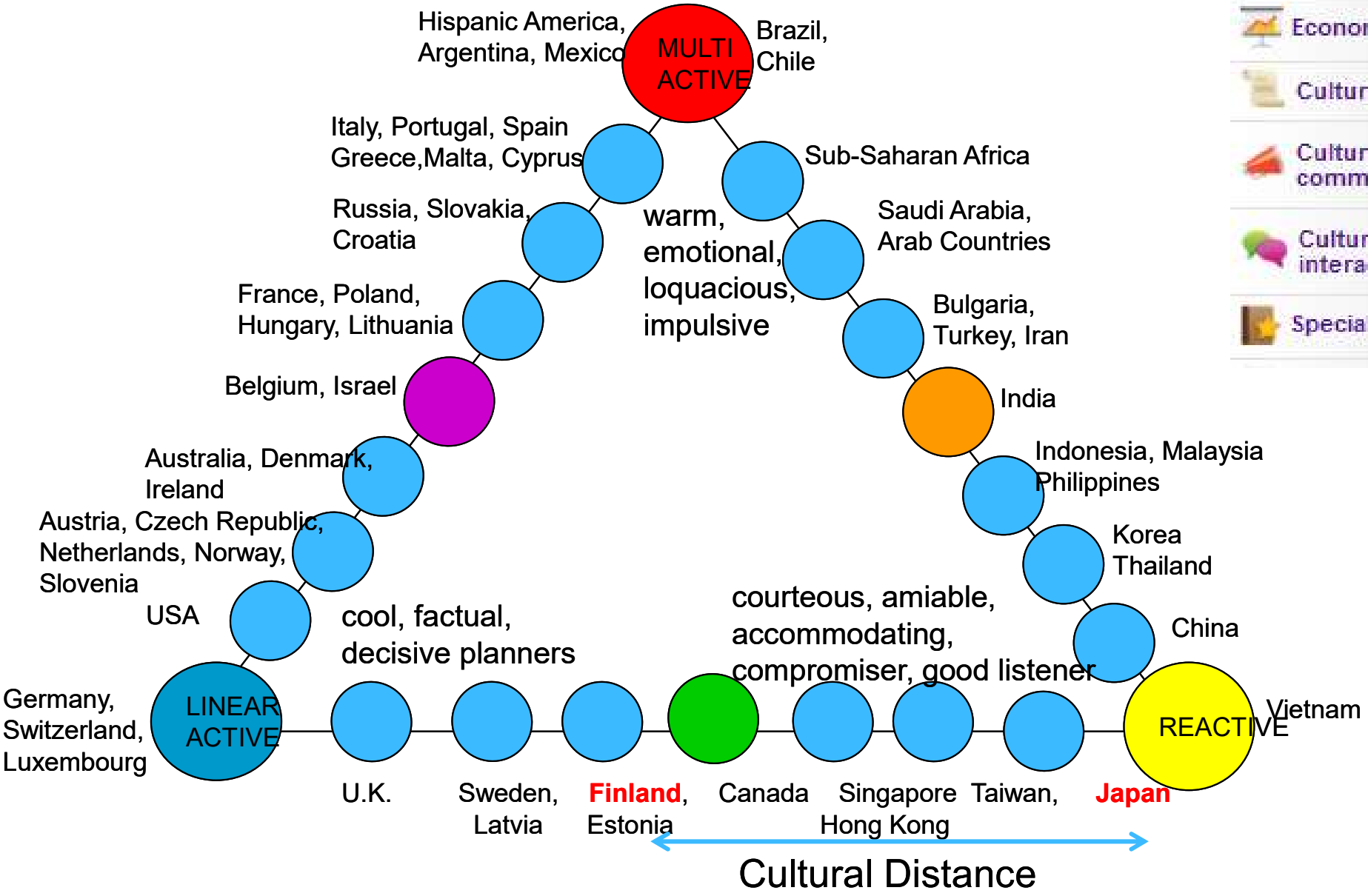
Richard Lewis (www.crossculture.com)



- National cultures are on the edges of a triangle, basic stereotypes in the corners
- Cultural distance – same edge (similarity), different edge (differences in behavior), distance (extent of the difference)



Richard Lewis (www.crossculture.com)



Lewis' model parameters

Linear Active	Multi Active	Reactive
Introvert	Extrovert	Introvert
Patient	Impatient	Patient
Minds own business	Inquisitive	Respectful
Likes Privacy	Gregarious	Good listener
Works fixed hours	Works any hours	Works flexible hours
Punctual	Not punctual	Punctual
Sticks to plans	Changes Plans	Makes slight changes
Gets information from statistics, reference books,databases, Internet	Gets first-hand (oral) information	Uses both first-hand and researched information
Unemotional	Emotional	Quietly caring
Follows correct procedures	Pulls strings	Networks
Delegate to competent colleagues	Delegate to relations	Delegate to reliable people
Brief on telephone	Talks for hours	Summarizes well
Limited body language	Unrestricted body language	Subtle body language
Separate social/professional	Interweaves social/professional	Connects social/professional

Lewis' model parameters

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-orientated	People-orientated	Very people-orientated
Sticks to facts	Feelings before facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth

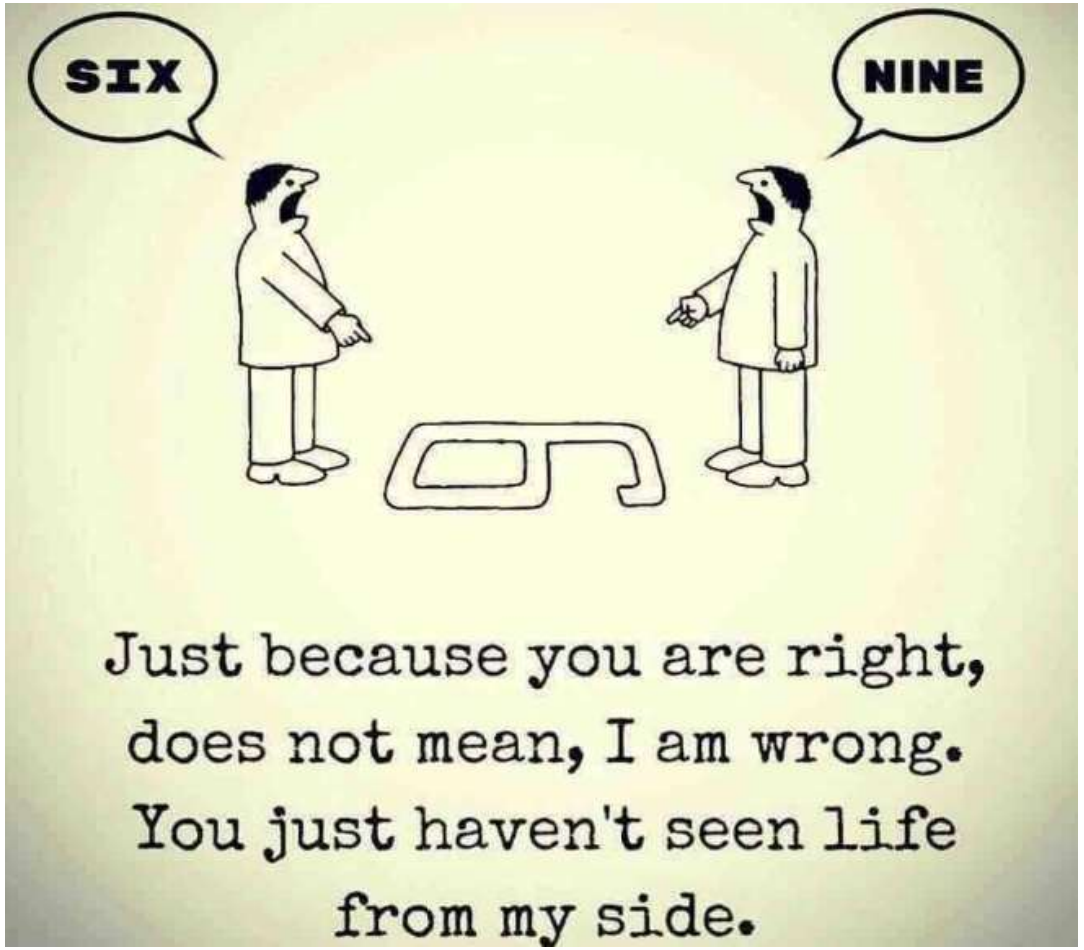
Summary

- Intercultural Communication is an essential competence
- Different countries, different cultures, different languages
  - We are shaped by our cultural and language background, which influences how we interpret the world around us, perceive ourselves and relate to other people
- Relation between the content and cultural background

Summary

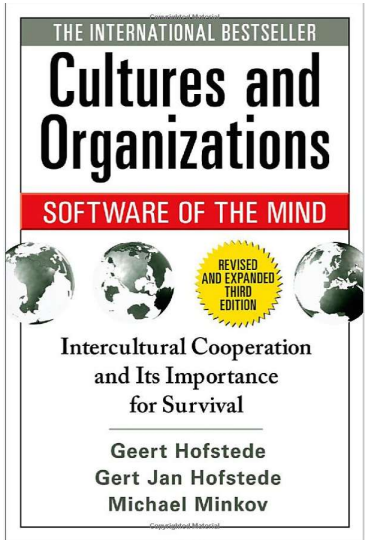
- Different professions, different professional cultures, different languages, different habits
  - Dialects, jargon
- Cultural misunderstandings
- Culture is part of everything
  - Language, habits, food, sport, profession, music, way of life
- Multicultural awareness

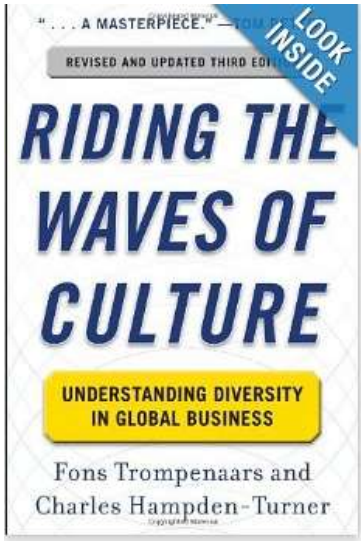
CULTURE

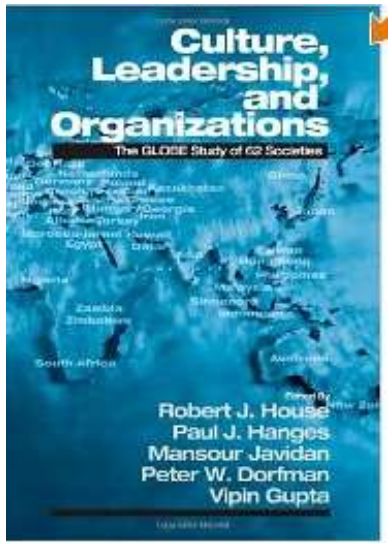


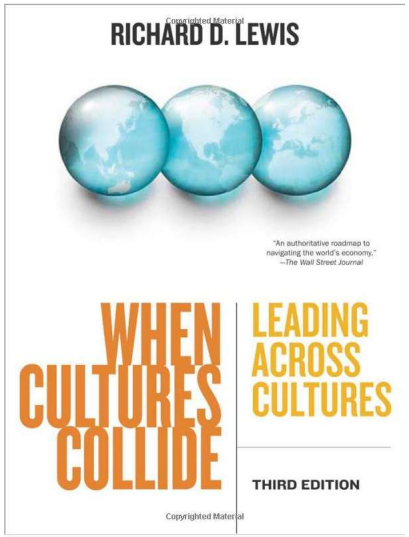
Understanding the differences

References - Different authors, same message

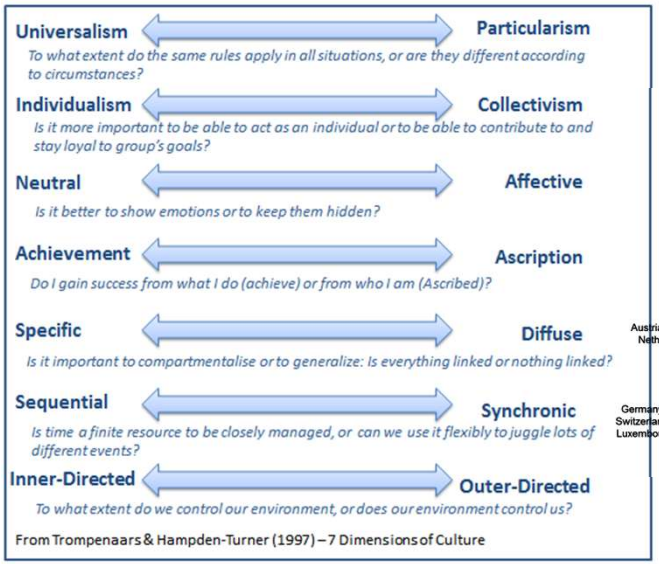


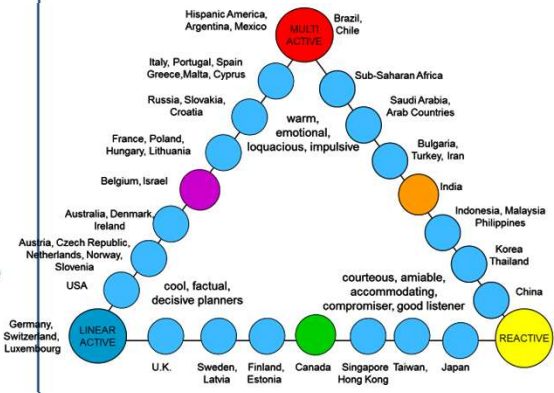






Hofstede (1980; 2001)	*Trompenaars and Hampden-Turner 1997*	*House, R. J. et al. 2004*
Power distance	Achievement vs. ascription	Power distance
Uncertainty avoidance	Universalism vs. particularism	Uncertainty avoidance
Individualism vs. Collectivism	Individualism vs. Communitarianism	Societal Collectivism In-Group Collectivism
Masculinity vs. femininity		Gender Egalitarianism Assertiveness
Long-term vs. short-term orientation	Human-time relationship	Future Orientation
		Performance Orientation
	Human-nature relationship	Humane Orientation
	Neutral vs. emotional	
	Specific versus diffuse	





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