

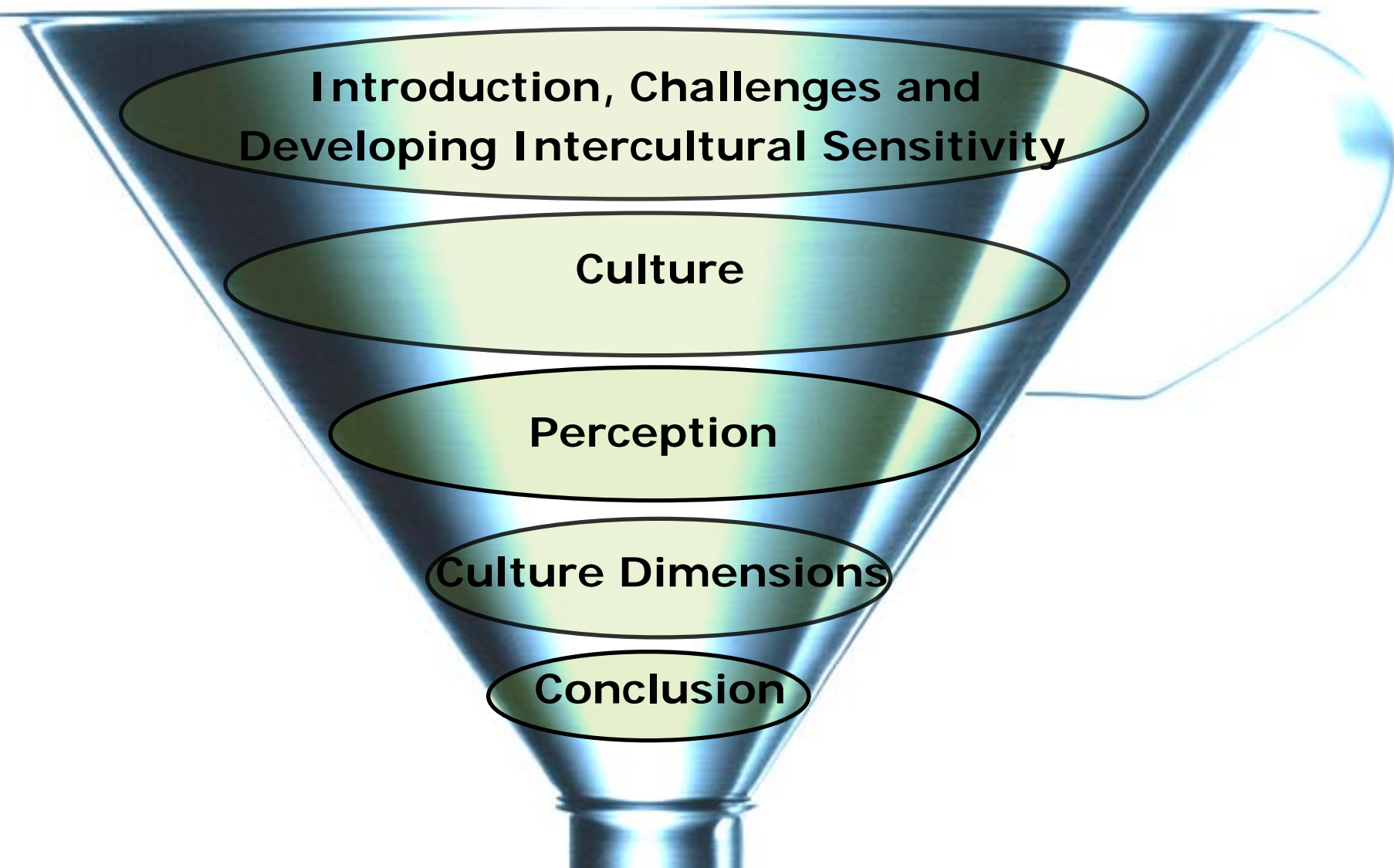


# *“How to work with Germans”*

*Susanne Doser*  
*[www.all-around-the-world.de](http://www.all-around-the-world.de)*



# *Agenda*



**Introduction, Challenges and  
Developing Intercultural Sensitivity**

**Culture**

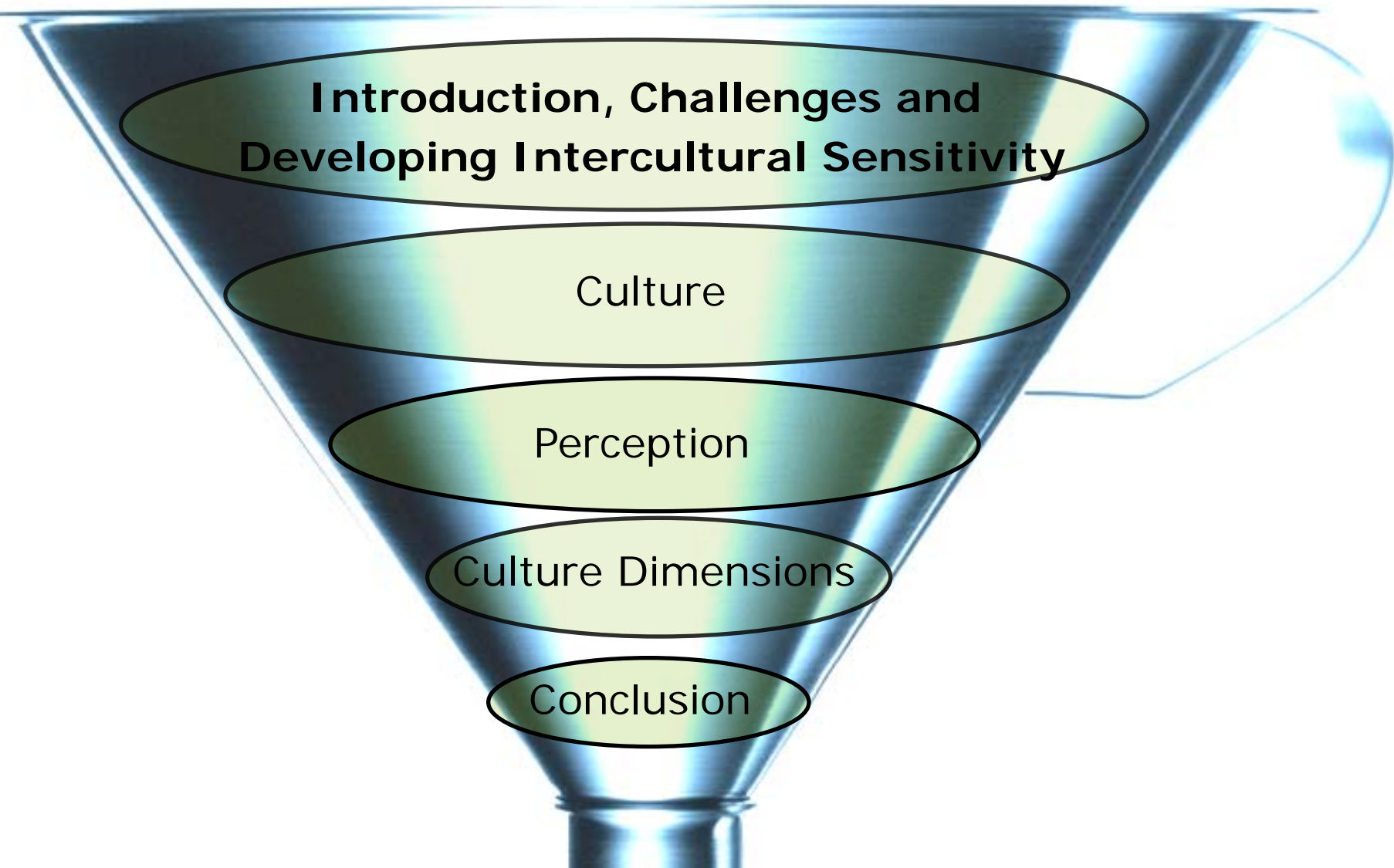
**Perception**

**Culture Dimensions**

**Conclusion**

**"How to work with Germans!"**

# *Agenda*



**Introduction, Challenges and  
Developing Intercultural Sensitivity**

Culture

Perception

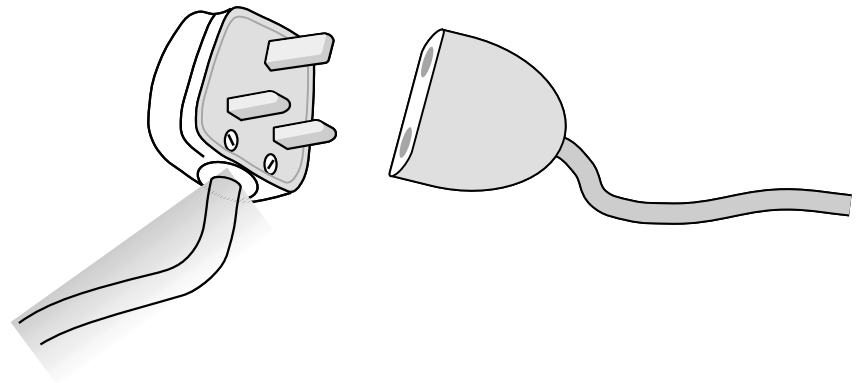
Culture Dimensions

Conclusion

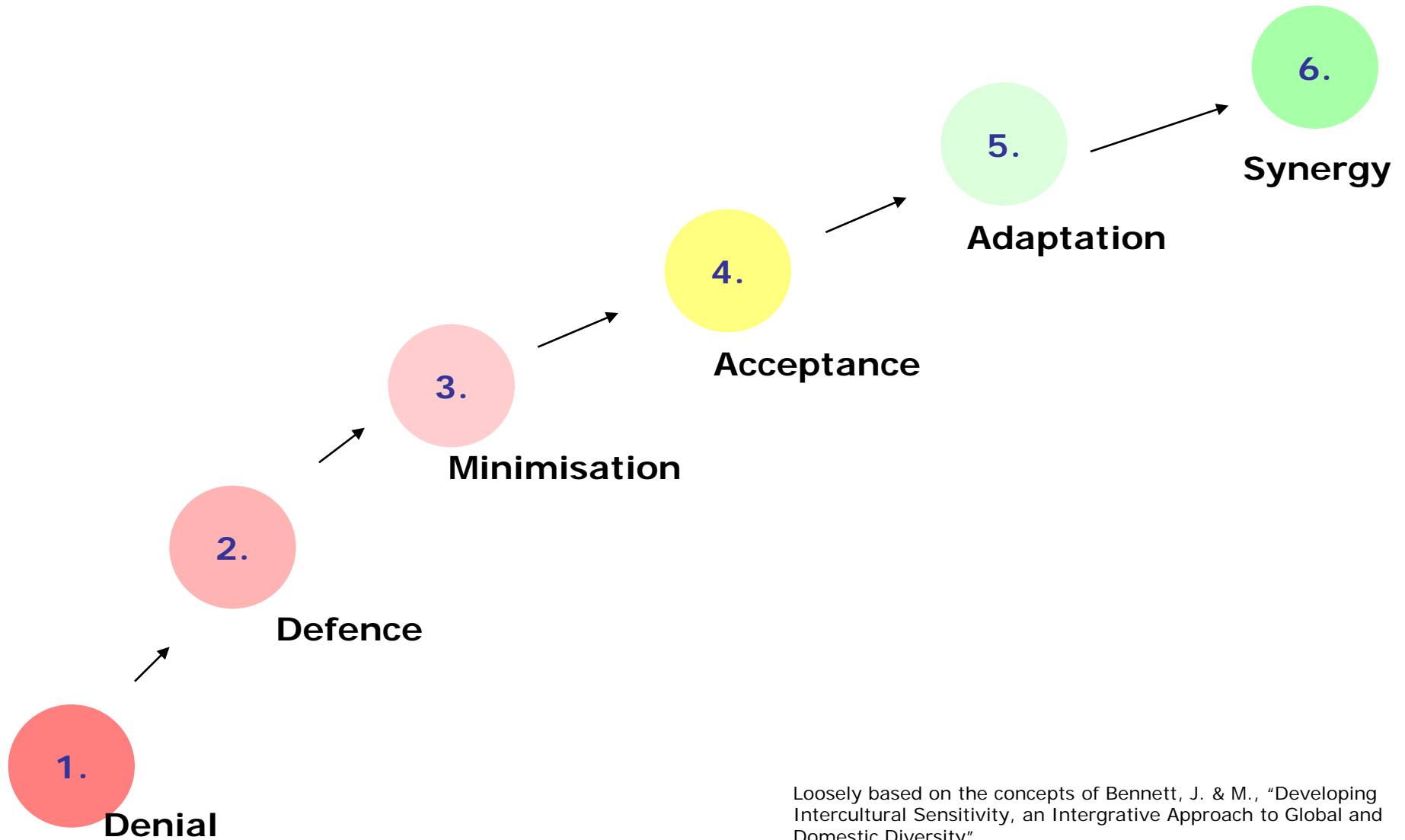
**“How to work with Germans!”**

# Challenges

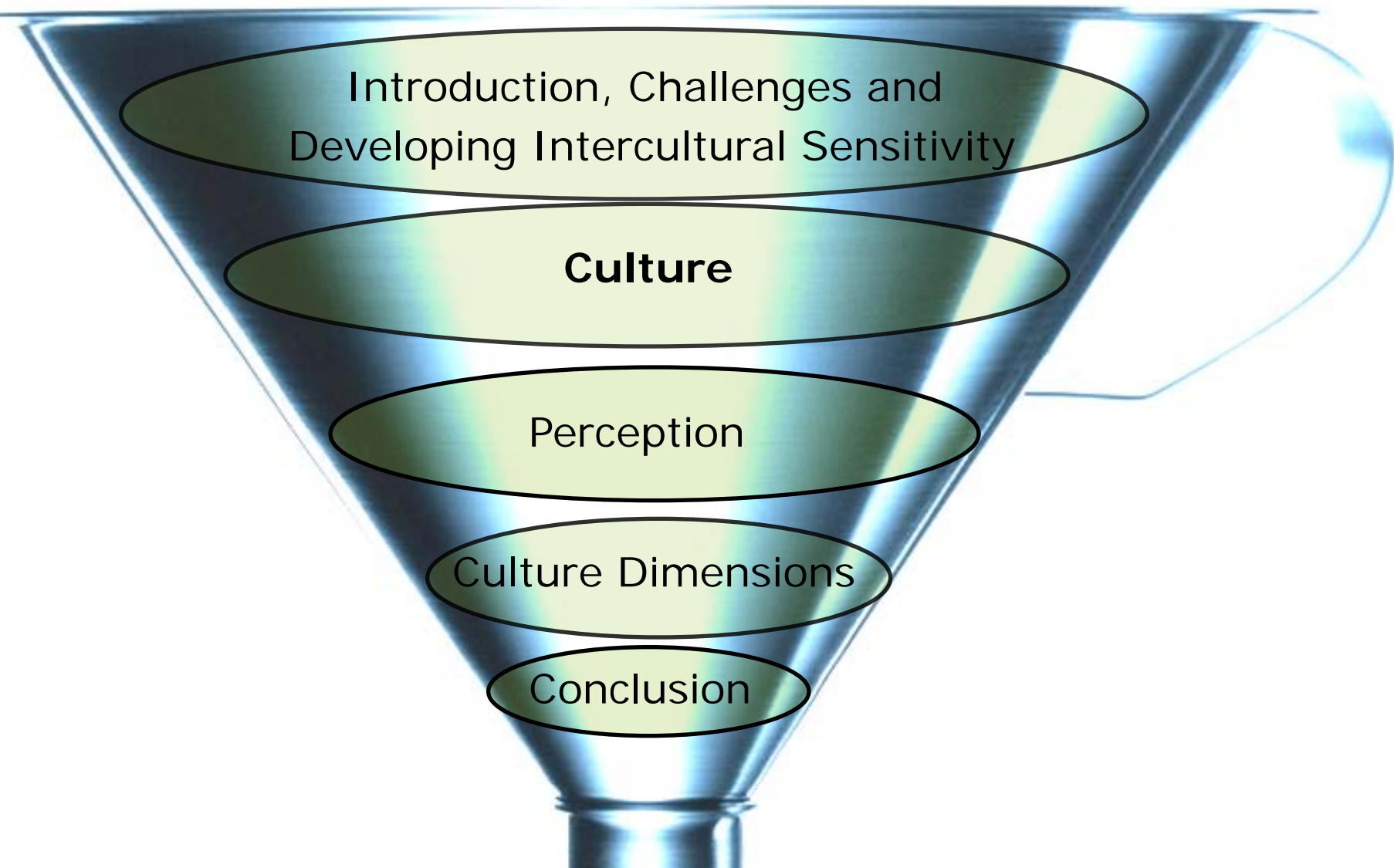
- sender and recipient, e.g. age, gender, expert
- encoding and decoding of the message,  
e.g. language, task vs. relationship
- the information itself, e.g. direct or indirect language
- communication channel, e.g. face-to-face, telephone, mail or email, skype



# Developing Intercultural Sensitivity



# *Agenda*



Introduction, Challenges and  
Developing Intercultural Sensitivity

**Culture**

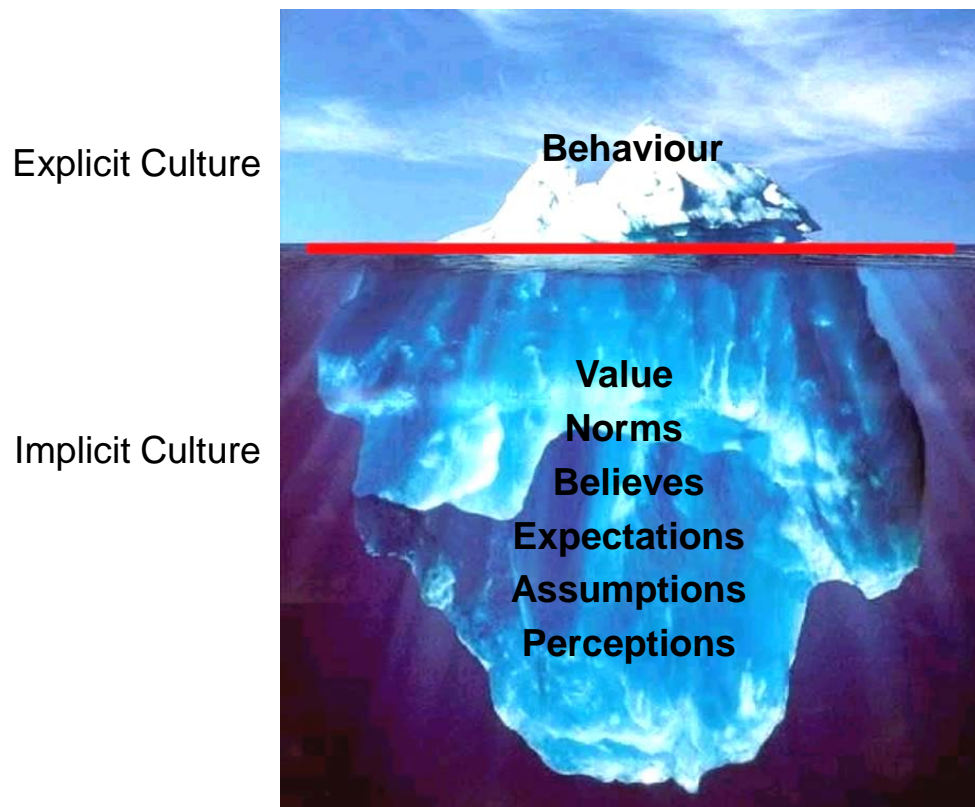
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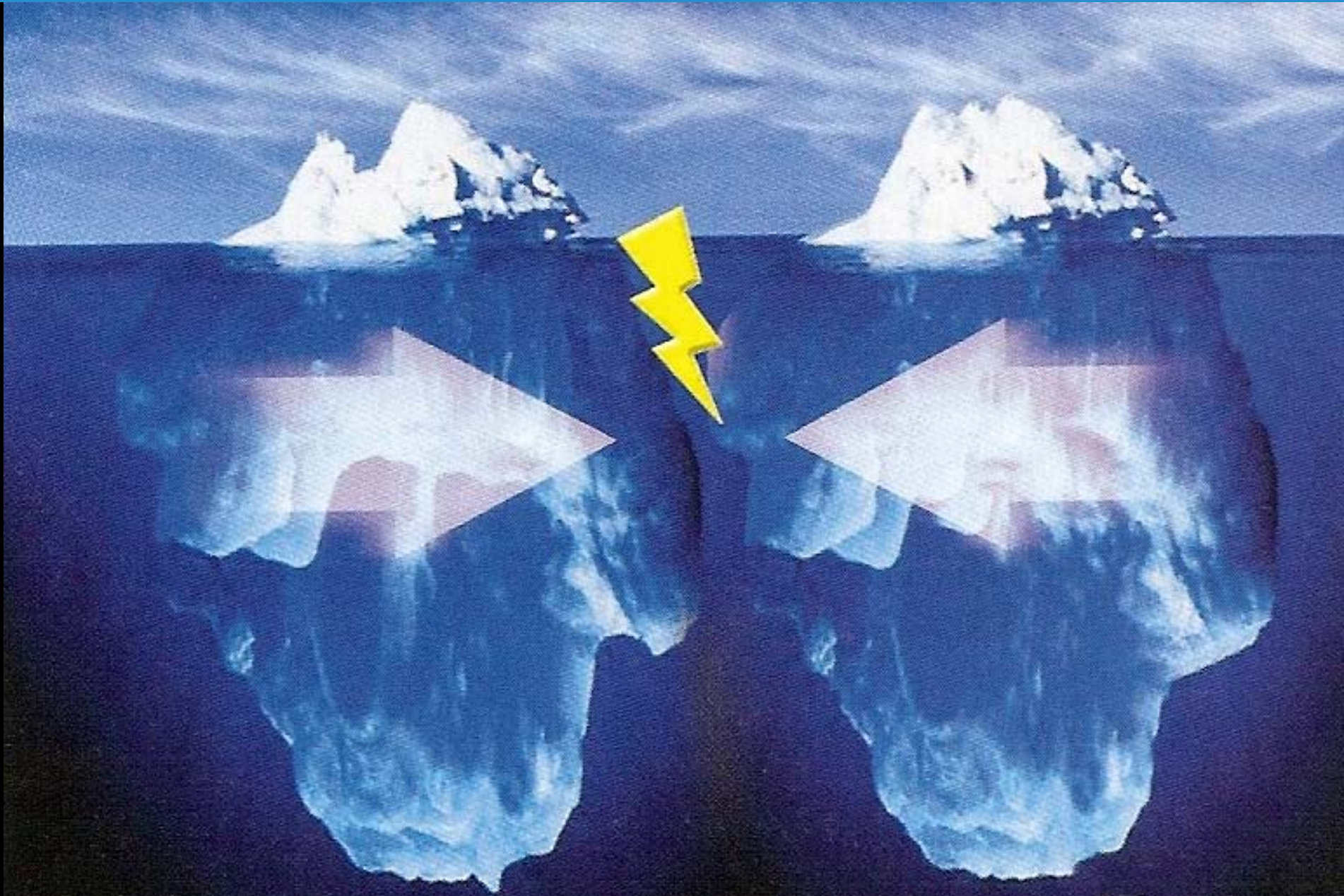
**“How to work with Germans!”**

# Culture-Iceberg

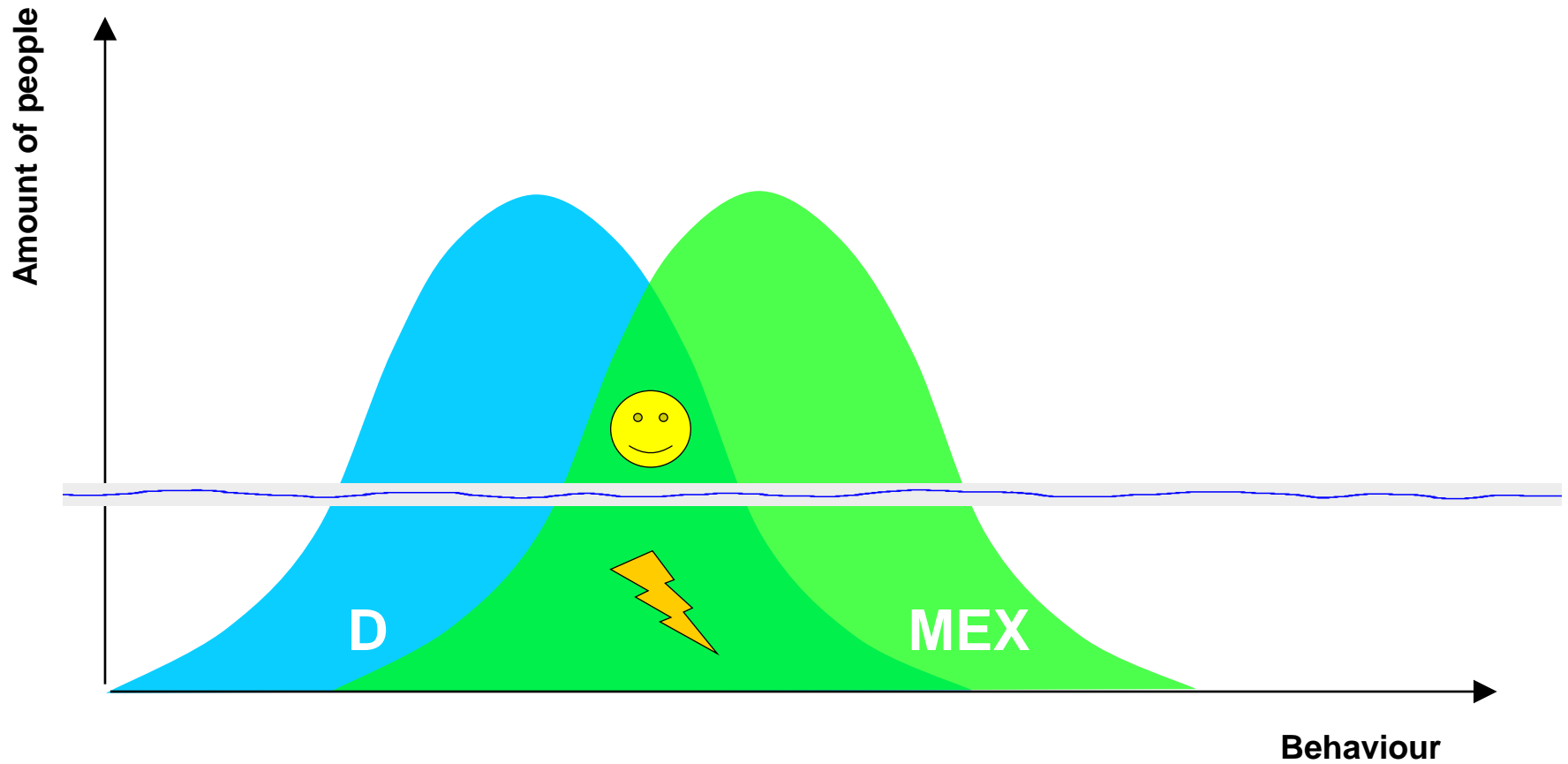


- Cooking/Food
  - Music
  - Architecture
  - Clothing
- 
- Ways to handle emotions
  - Arrangement of physical space
  - Nature of Friendship
  - Patterns of superior/subordinate relations
  - Patterns of decision making
- 
- And much, much more

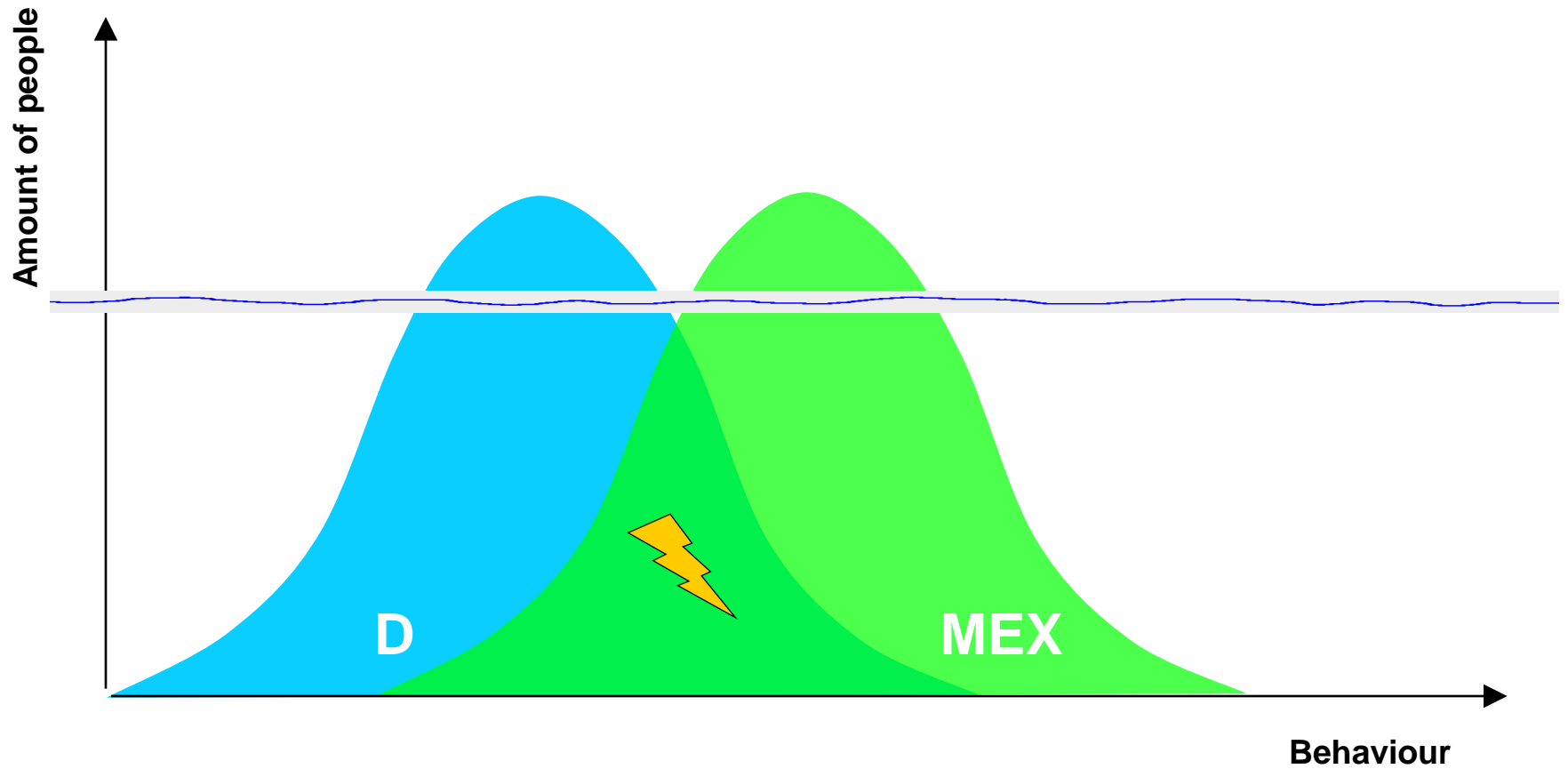
# *Culture-Iceberg*



# Culture-Iceberg



# Culture-Iceberg



# German Culture Standards

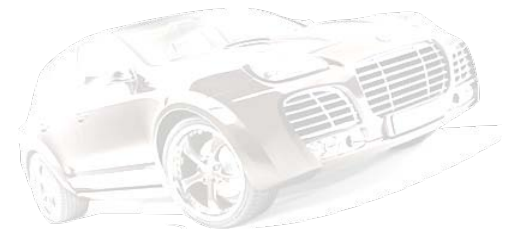
Time Planning

Task-orientation

Differentiation of Private and Work Sphere

Rules, Regulations and Structure (internalized control)

Low-context Style of Communication

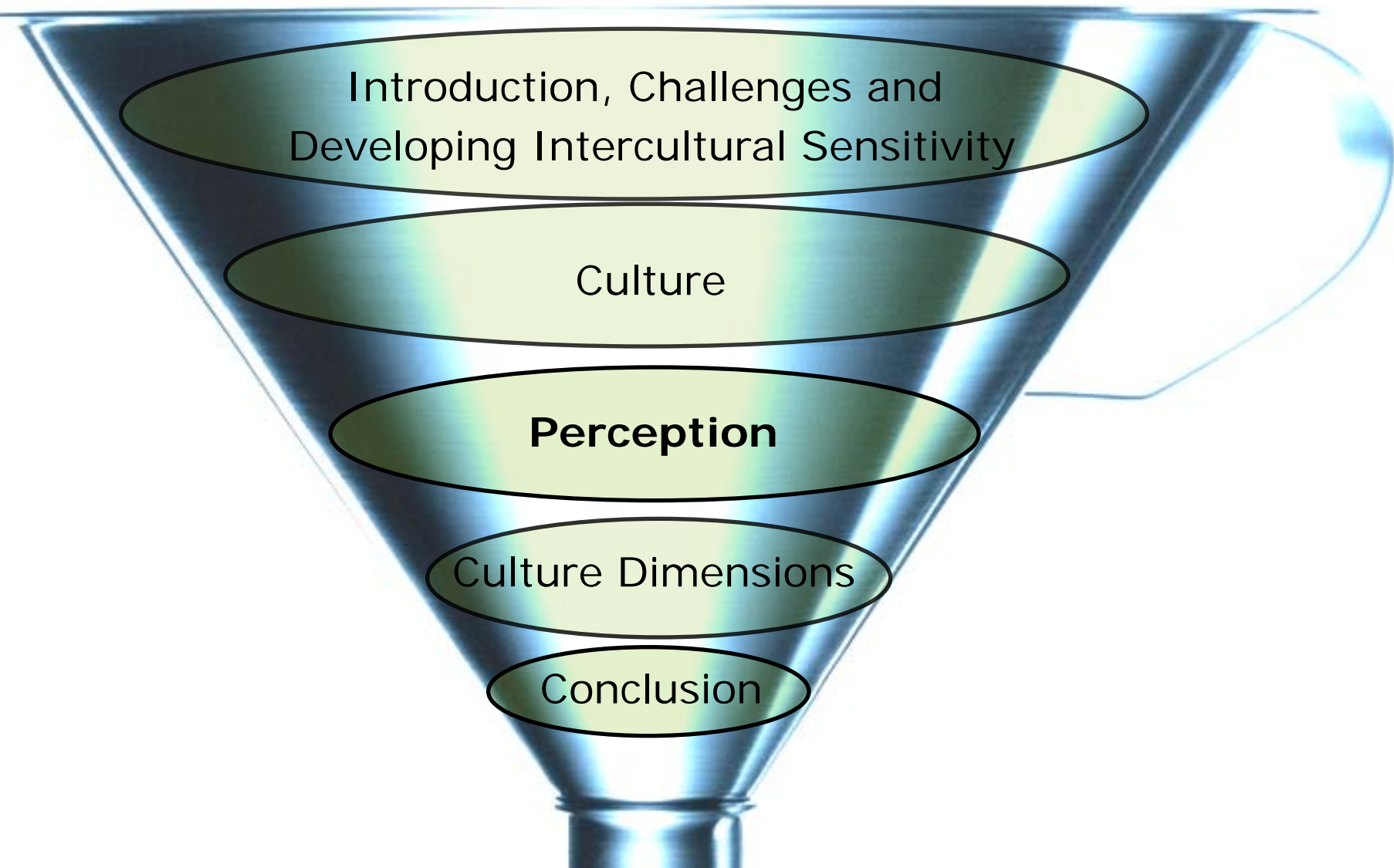


# *The Fish*

A fish only discovers its need for water  
when it is no longer in it.

Dr. Fons Trompenaars

# *Agenda*



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**“How to work with Germans!”**

# *Perception*



What do you see?

(Source: W.E. Hill, 1915)

# *Perception*



What does the sign  
say?  
Are you sure?

# *Perception*

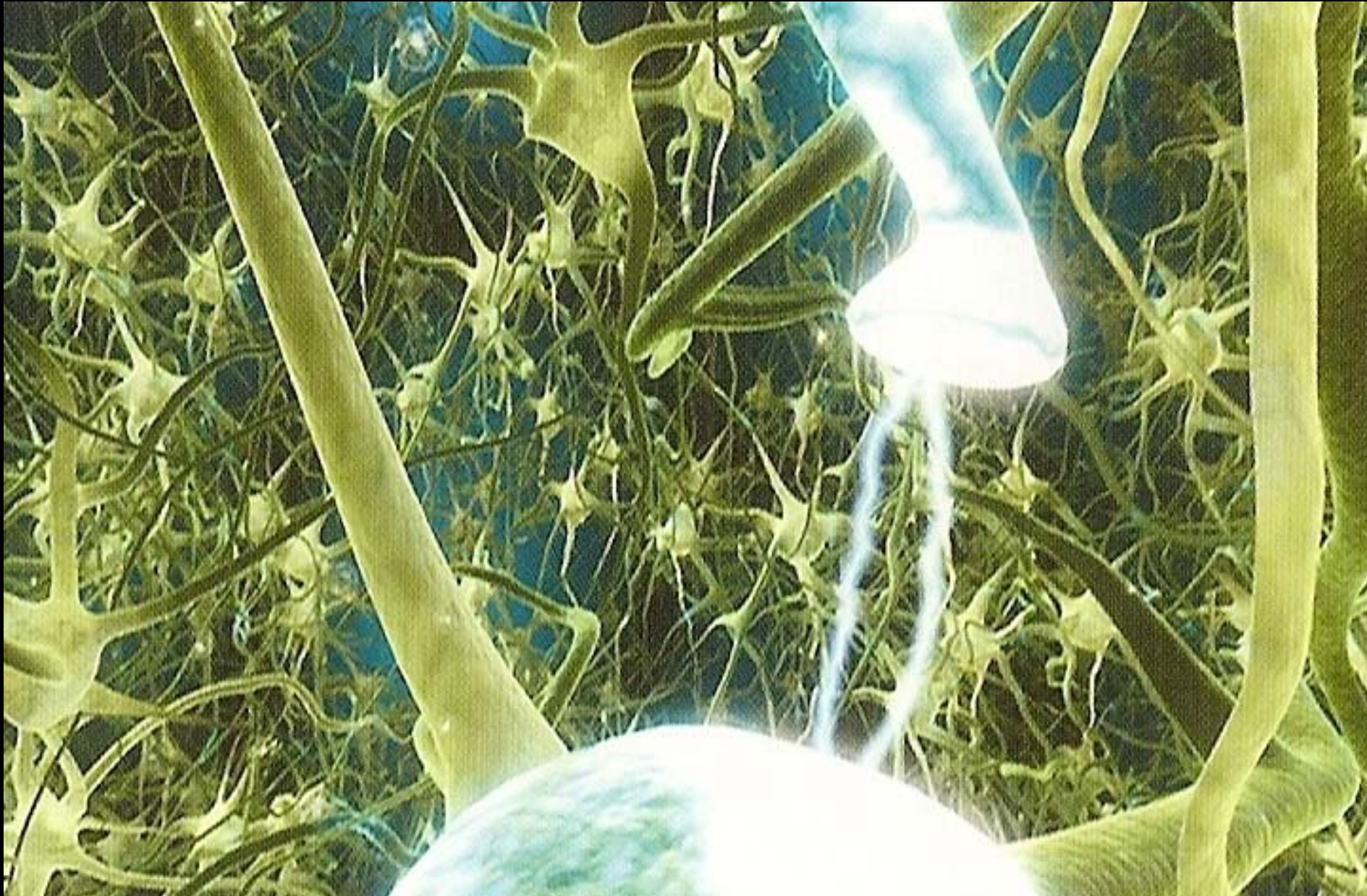


Where is the giant?

# *Perception*

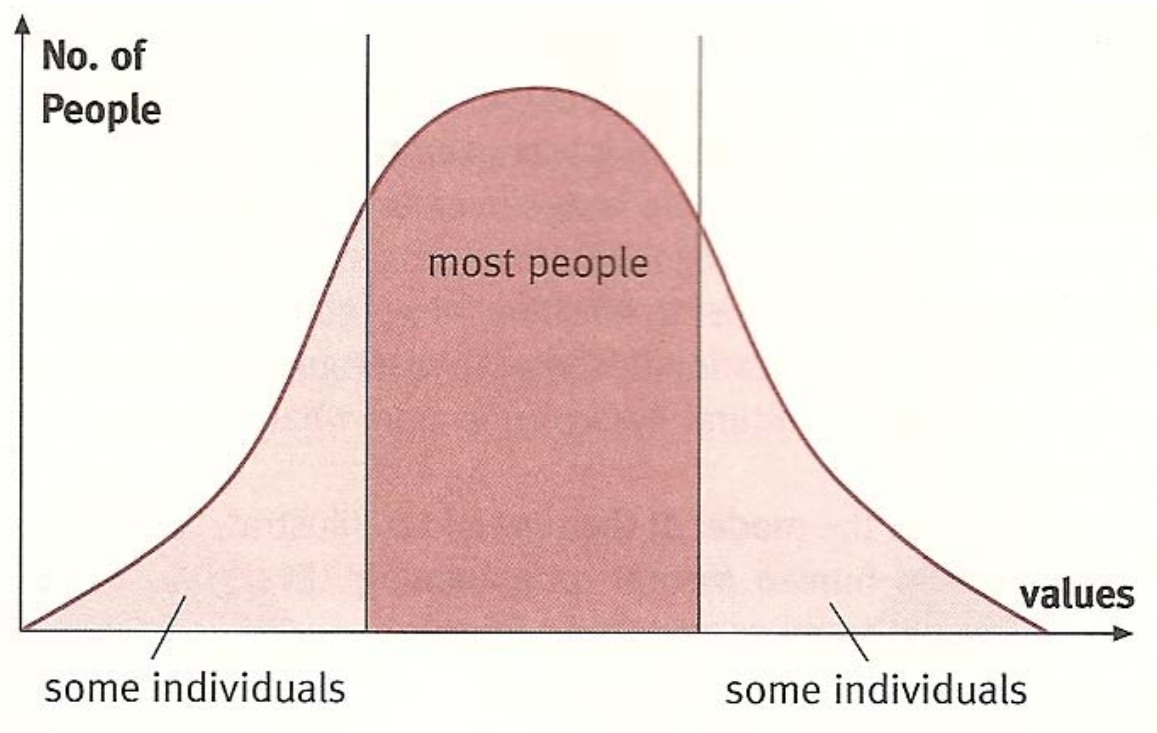


# *Perception*



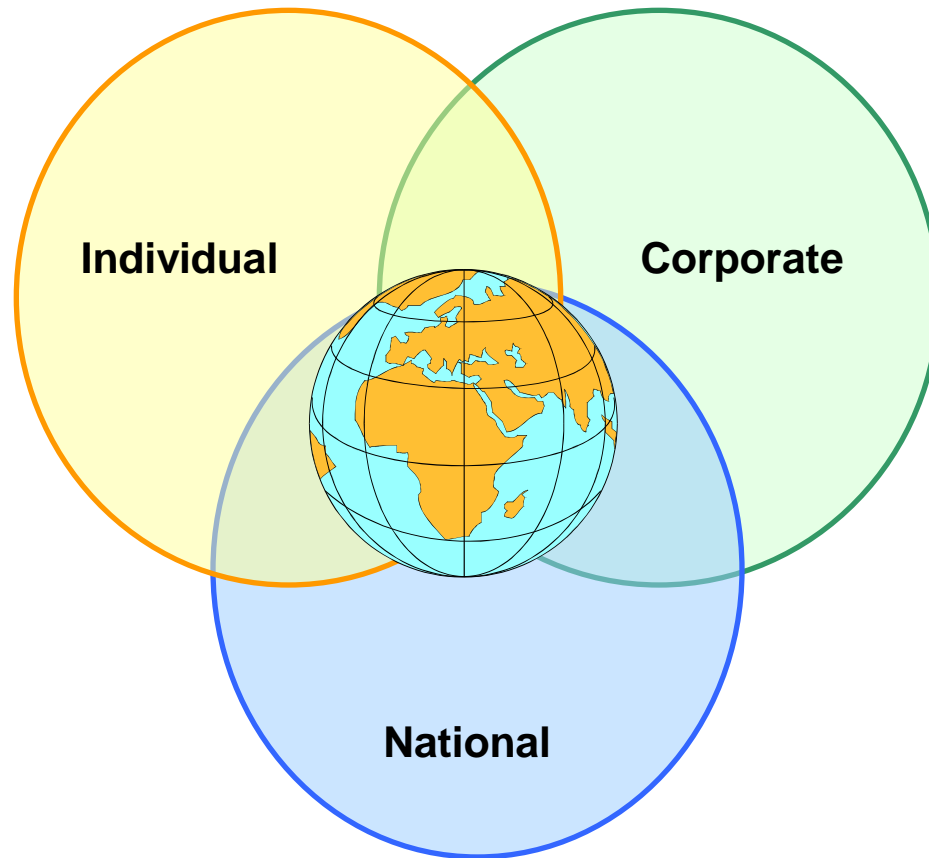
# *Norms and Values*

In reality, the „cultural traits“ of people in any culture can manifest a wide range of behaviours and values.

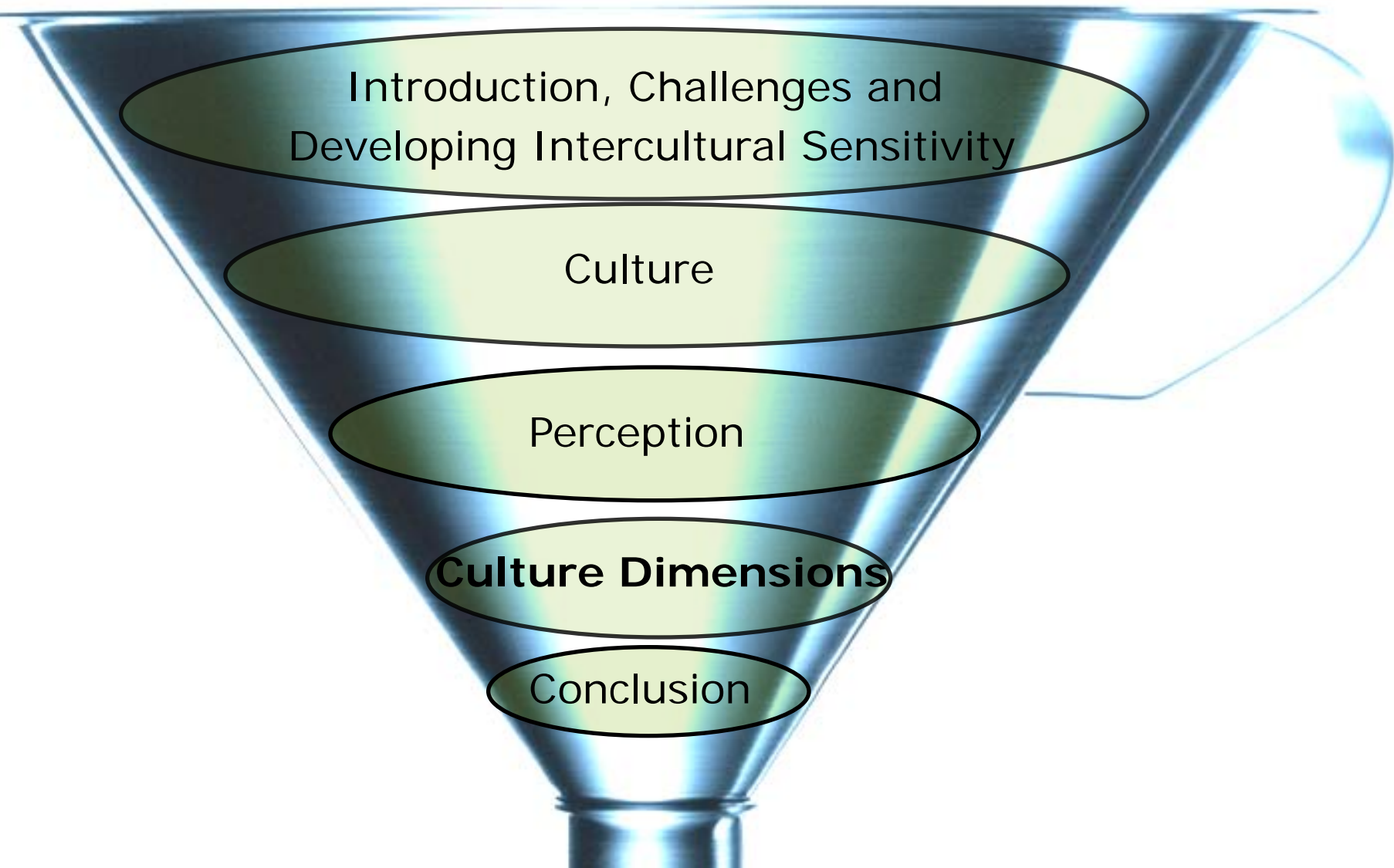


# *The Global worker has the ability...*

...to interact with multiple cultures,  
and often unites divergent groups.



# *Agenda*



Introduction, Challenges and  
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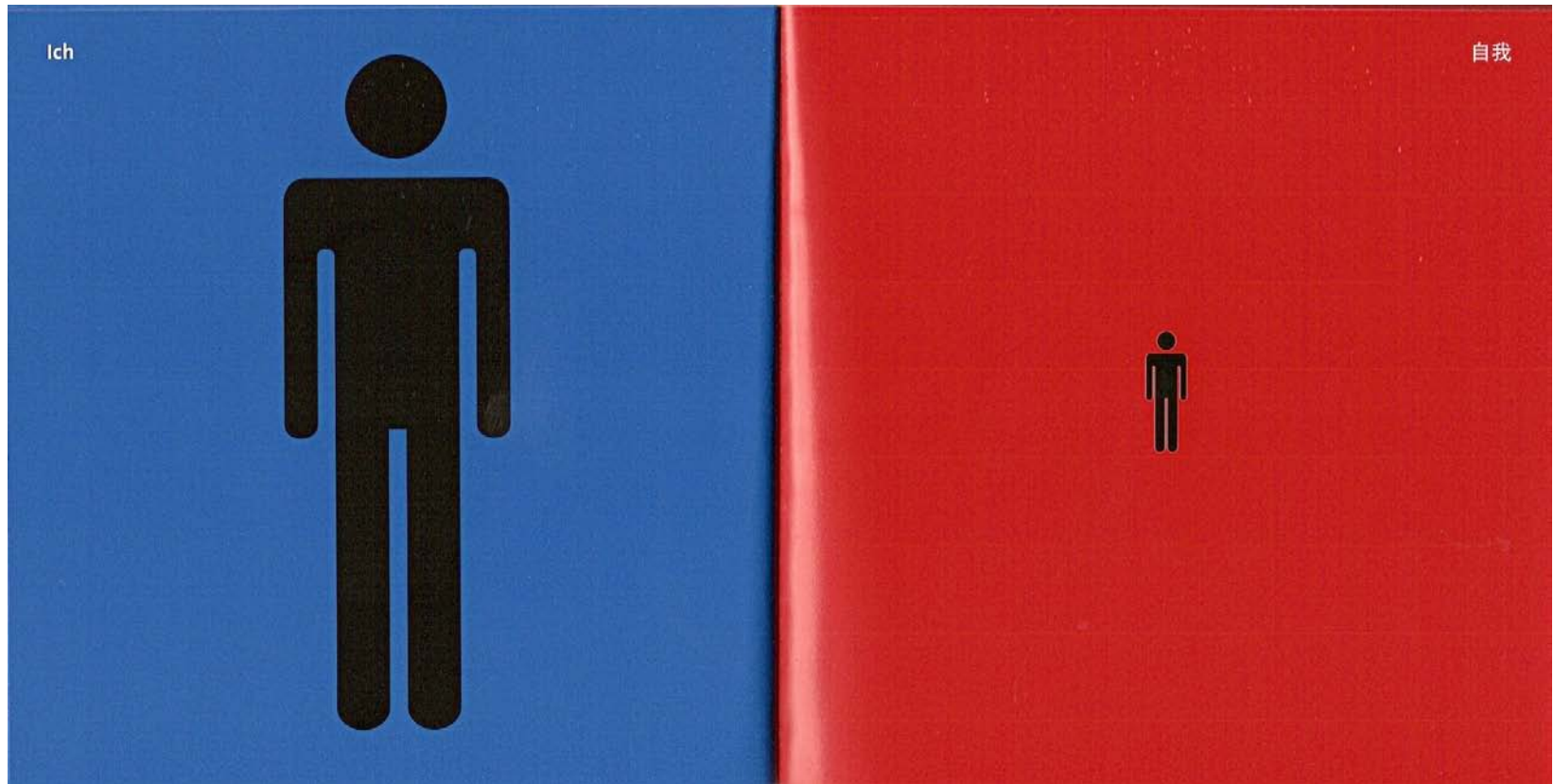
Perception

**Culture Dimensions**

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**"How to work with Germans!"**

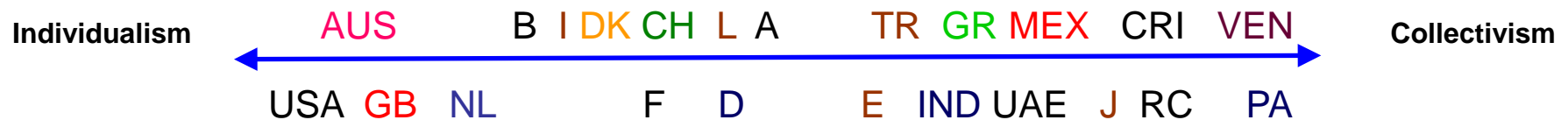
# *Individualism vs. Collectivism (1)*



# Individualism vs. Collectivism (1)

Do people regard themselves primarily as individuals or primarily as part of a group?

| Individualism  | Collectivism   |
|--|--|
| Encourage creativity and tolerate differences              | Encourage continuity and value consensus                               |
| Competition is valued and efficiency prevails over loyalty | Cooperation and harmony is valued and loyalty prevails over efficiency |

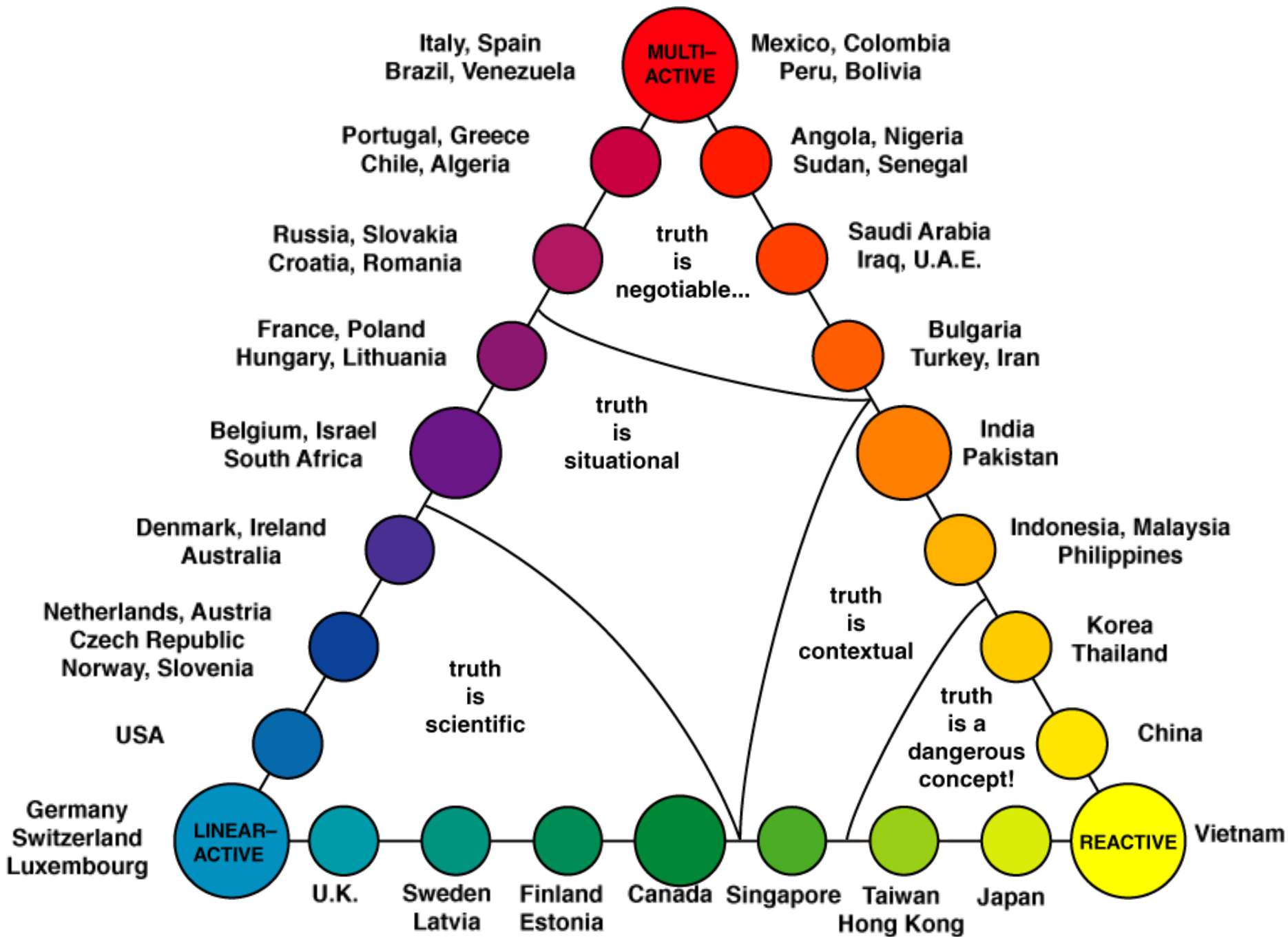


# Particularism vs. Universalism (2)

This dimension describes whether we make judgments according to well-established rules and policies and apply them equally to everyone in similar situations or whether we take the conditions of a particular situation or relationship into account.

| Universalism  | Particularism   |
|---|---|
| Trust placed in systems and models  | Trust placed in networks of relationships   |
| All cases are treated the same  | Cases are adapted to the particular situation   |
| Inequalities among people should be minimized; all should have equal rights | Inequalities among people are both expected and desired; the powerful have privileges |





# *Task vs. Relationship (3)*



Business **Relationship**



**Business** Relationship

# Task vs. Relationship (3)

Task vs. Relationship refer to the basic preference of the way in which time and work are approached in different cultures.

| Task-Oriented                                     | Relationship-Oriented                             |
|---|---|
| Live to work. Work is more important than family. | Work to live. Family is more important than work. |
| A trustworthy person honours their word           | A trustworthy person honours changing occurrences |



# *Direct and Indirect Communication (4)*

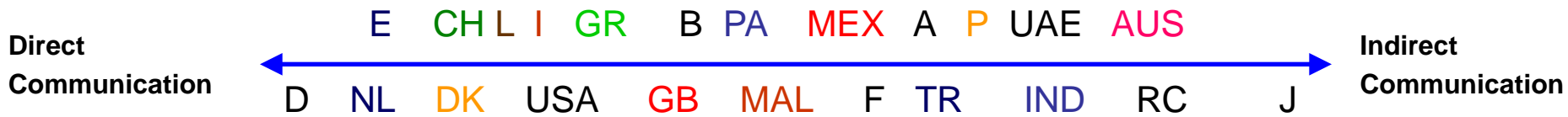


# Direct and Indirect Communication (4)



We are referring to the basic style preferences in communication and information exchange.

| Direct Communication                                   | Indirect Communication   |
|--|--|
| Direct, clear speech                                   | Indirect speech, allusions, metaphors, many gestures and tones |
| Say what they mean and make nearly everything explicit | Suggest what they mean and refer implicit to most topics       |
| „Face saving“ is irrelevant.                           | „Face saving“ is mandatory.                                    |



# *Direct and Indirect Communication (4)*



Source: Yang Liu, Ost trifft West, 2007

# *Non-Verbal Communication (4)*

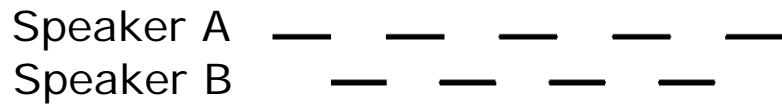


Eye Contact

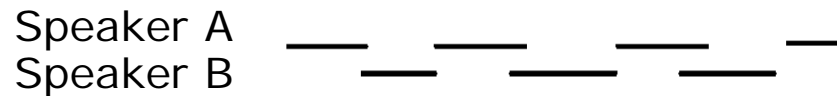
Touching

# Verbal Communication (4)

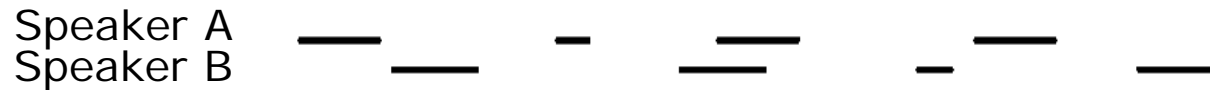
## Sequential Communication



## Simultaneous Communication



## Intermittent Communication

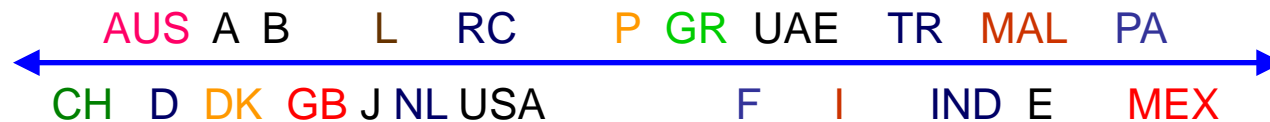


# Time Orientation (5)

Cultures have different perceptions of time according to their environment, history, traditions & general practices.

| Monochronic (Linear-Active)                 | Polychronic (Multi-Active)                              |
|---|---|
| Linear planning to reach goals.             | Flexible implementation to reach goals.                 |
| Meetings follow an agenda and end on time   | Meetings are open and often spill over into socializing |
| Relationships are subordinated to schedules | Schedules are subordinated to relationships             |

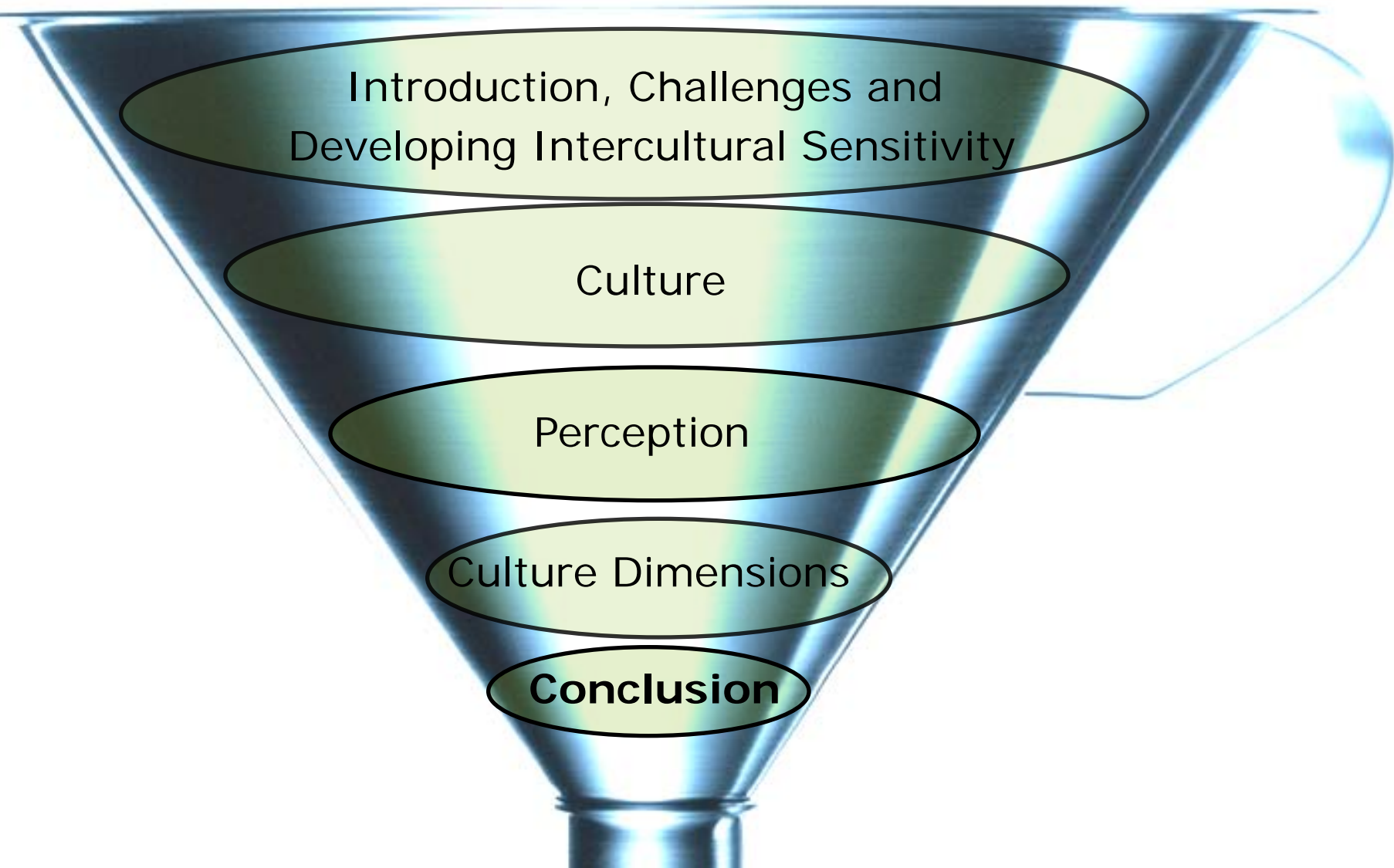
Monochronic  
(Linear-Active)



Polychronic  
(Multi-Active)



# *Agenda*



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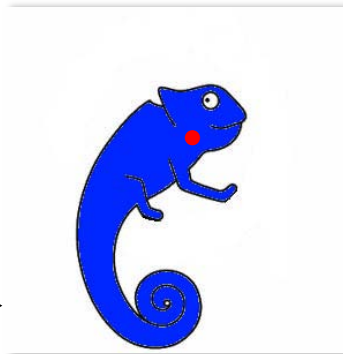
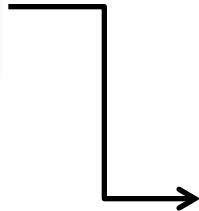
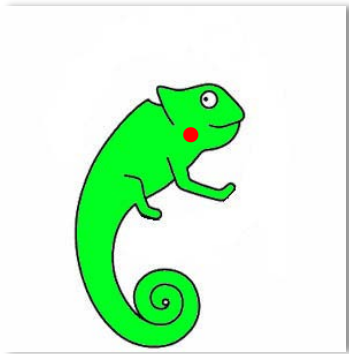
Culture Dimensions

**Conclusion**

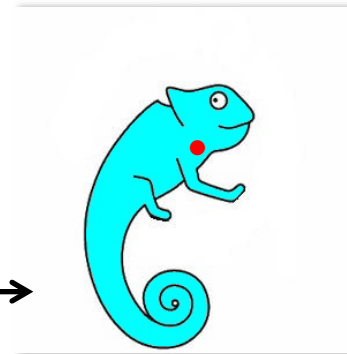
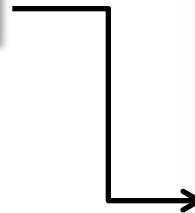
**"How to work with Germans!"**

# Conclusion

Original culture background



Self-reflection



New culture

*Thank you for your attention!*



# Sources

Intercultural Business Communication, Robert Gibson, 2000

Riding the Waves of Culture, Fons Trompenaars, 2002

Doing Business with Germans, Sylvia Schroll-Machl, 2003

When Cultures Collide, Richard Lewis, 2006

The Hidden Dimensions, Edward T. Hall, 1990

30 Minuten für interkulturelle Kompetenz, Susanne Doser, 2006

