A short introduction to a model of Cross Culture

Courtesy of Richard Lewis Communications
Richard Lewis

He pioneered the Lewis Model of Cross Culture more than 20 years ago, and since then it has become one of the most widely used models in the world, regarded by academics and executives alike as one of the most practical and intuitive approaches to bridging cultural differences in a business context.

His seminal work, *When Cultures Collide*, has sold over 1 million copies in 12 languages. His book *The Cultural Imperative* contains his extensive predictions for Asia’s future in the 21st century, based on cultural factors.
The Case for Cross Cultural Competence;

1. Impact on bottom line;
   - Understanding potential markets
   - Expand the business in a sustainable manner
   - Enhance new opportunities
   - Understanding factors that influence processes of buying and selling
   - Successful launch of products,
   - Decisions about branding and reputation

2. Impact on acquisitions and mergers
   - Planning for integration and insertion to smooth transitions
   - Creating an effective organisational culture
   - Clarity about priorities and values
   - Clarity about what is expected and rewarded
   - Capitalise on what already exists
   - Removing resistance and fear
   - Consolidating market position and reputation
3. Impact on teams

- Creating an effective culture
- Developing a dynamic team culture
- Taking informed risks
- Making informed decisions
- Create an environment of highly motivated people
- Clarity about what we believe in
- Clarity about role and task
- Effective Performance Management
- Appropriate Leadership
- Reduction of conflict (both interpersonal and inter-team)
- Appreciating difference is a source of strength
- Creating positive social norms
<table>
<thead>
<tr>
<th>LINEAR-ACTIVE</th>
<th>MULTI-ACTIVE</th>
<th>REACTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talks half the time</td>
<td>Talks most of the time</td>
<td>Listens most of the time</td>
</tr>
<tr>
<td>Does one thing at a time</td>
<td>Does several things at once</td>
<td>Reacts to partner’s action</td>
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<tr>
<td>Plans ahead step by step</td>
<td>Plans grand outline only</td>
<td>Looks at general principles</td>
</tr>
<tr>
<td>Polite but direct</td>
<td>Emotional</td>
<td>Polite, indirect</td>
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<tr>
<td>Partly conceals feelings</td>
<td>Displays feelings</td>
<td>Conceals feelings</td>
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<tr>
<td>Confronts with logic</td>
<td>Confronts emotionally</td>
<td>Never confronts</td>
</tr>
<tr>
<td>Dislikes losing face</td>
<td>Has good excuses</td>
<td>Must not lose face</td>
</tr>
<tr>
<td>Rarely interrupts</td>
<td>Often interrupts</td>
<td>Doesn’t interrupt</td>
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<tr>
<td>Job-oriented</td>
<td>People-oriented</td>
<td>Very people-oriented</td>
</tr>
<tr>
<td>Uses mainly facts</td>
<td>Feelings before facts</td>
<td>Statements are promises</td>
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<tr>
<td>Truth before diplomacy</td>
<td>Flexible truth</td>
<td>Diplomacy over truth</td>
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<tr>
<td>Sometimes impatient</td>
<td>Impatient</td>
<td>Patient</td>
</tr>
<tr>
<td>Limited body language</td>
<td>Unlimited body language</td>
<td>Subtle body language</td>
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<tr>
<td>Respects officialdom</td>
<td>Seeks out key person</td>
<td>Uses connections</td>
</tr>
<tr>
<td>Separates the social and professional</td>
<td>Interweaves the social and professional</td>
<td>Connects the social and professional</td>
</tr>
</tbody>
</table>
Cross Cultural Competence

Building on the work of social anthropologists and others such as Hofstede, Richard Lewis developed a model that helps to classify national cultures into three main categories:

- Linear Active
- Multi-Active
- Reactive

Here at the Development Alchemists we are trained and licensed to use the Lewis model to help both teams and individuals improve their cross cultural competence.