

# 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 21<sup>st</sup> 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

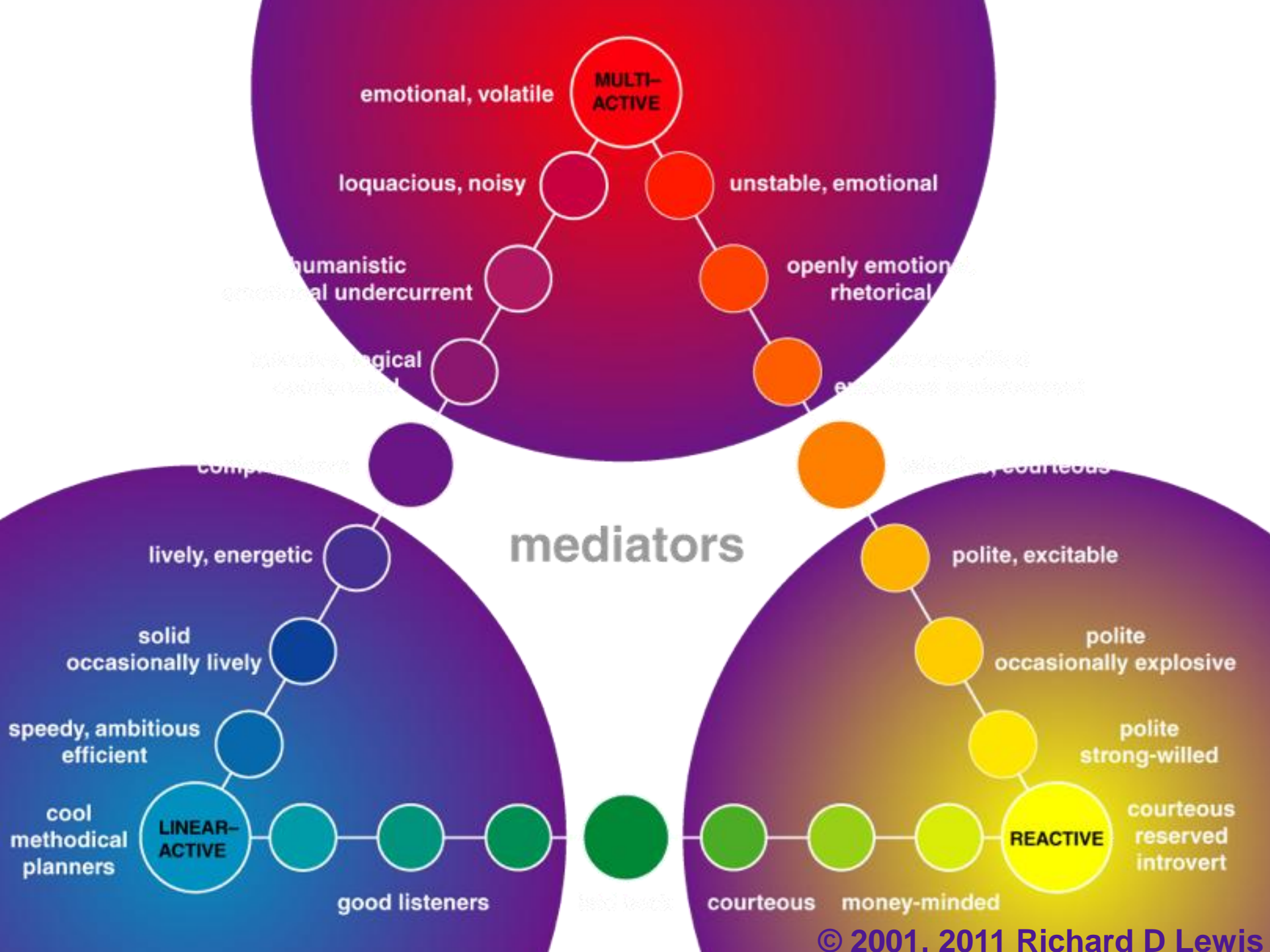
# The Case for Cross Cultural Competence;

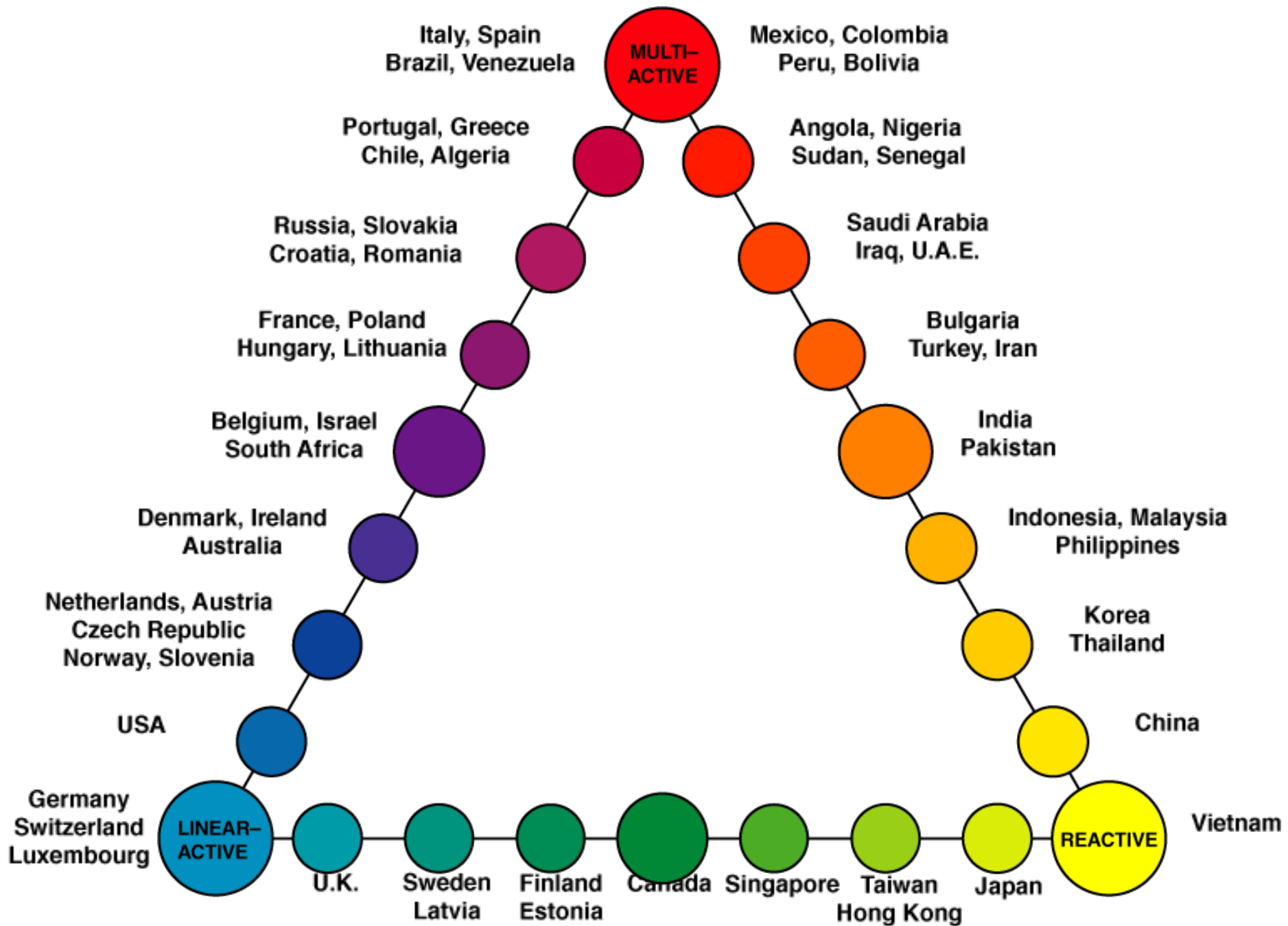
## 3. Impact on teams

- 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

# Cultural Categories

<b>LINEAR-ACTIVE</b>	<b>MULTI-ACTIVE</b>	<b>REACTIVE</b>
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-oriented	People-oriented	Very people-oriented
Uses mainly facts	Feelings before facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth
Sometimes impatient	Impatient	Patient
Limited body language	Unlimited body language	Subtle body language
Respects officialdom	Seeks out key person	Uses connections
Separates the social and professional	Interweaves the social and professional	Connects the social and professional





# 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 and    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.