

“Building  
bridges in the  
global village”

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Our world has been transformed into a global village.

International associations must often work with a multicultural team or organize meetings all over the world.

# Communication in 21st century



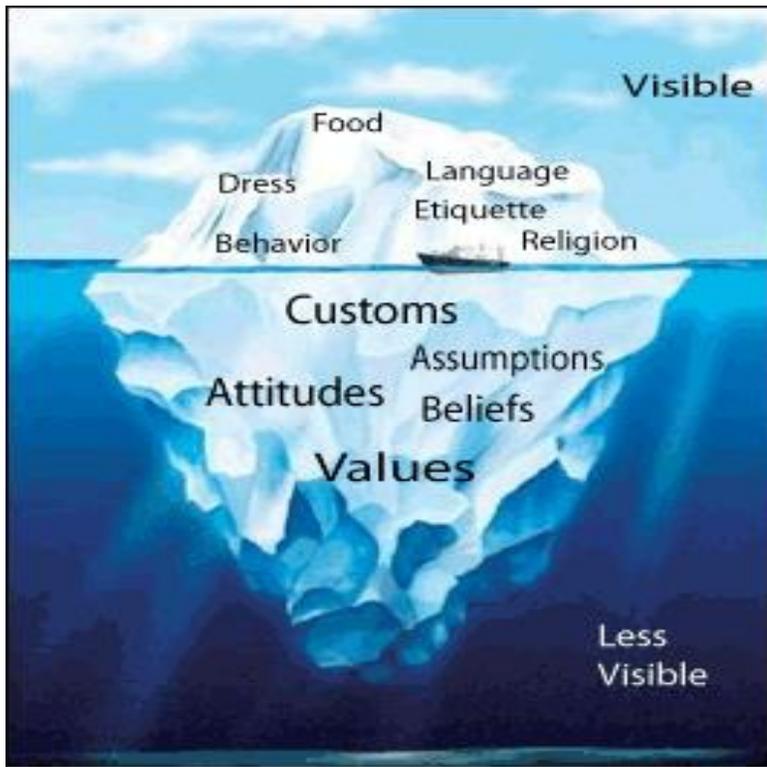


Globalization does not mean that there is  
a homogenization of cultures.

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# WHAT IS CULTURE?

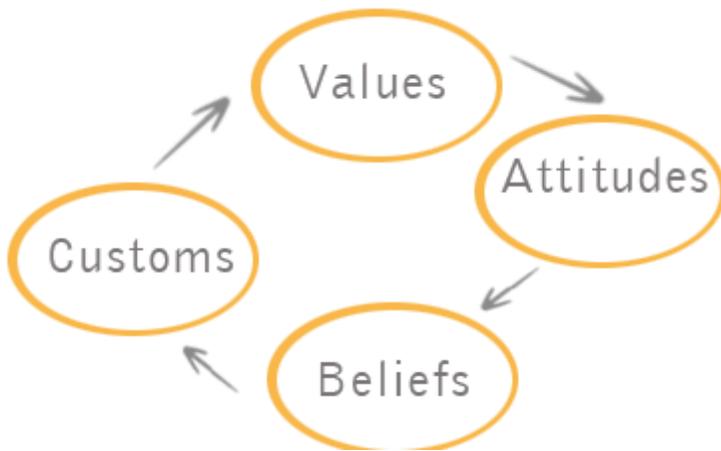




# Culture

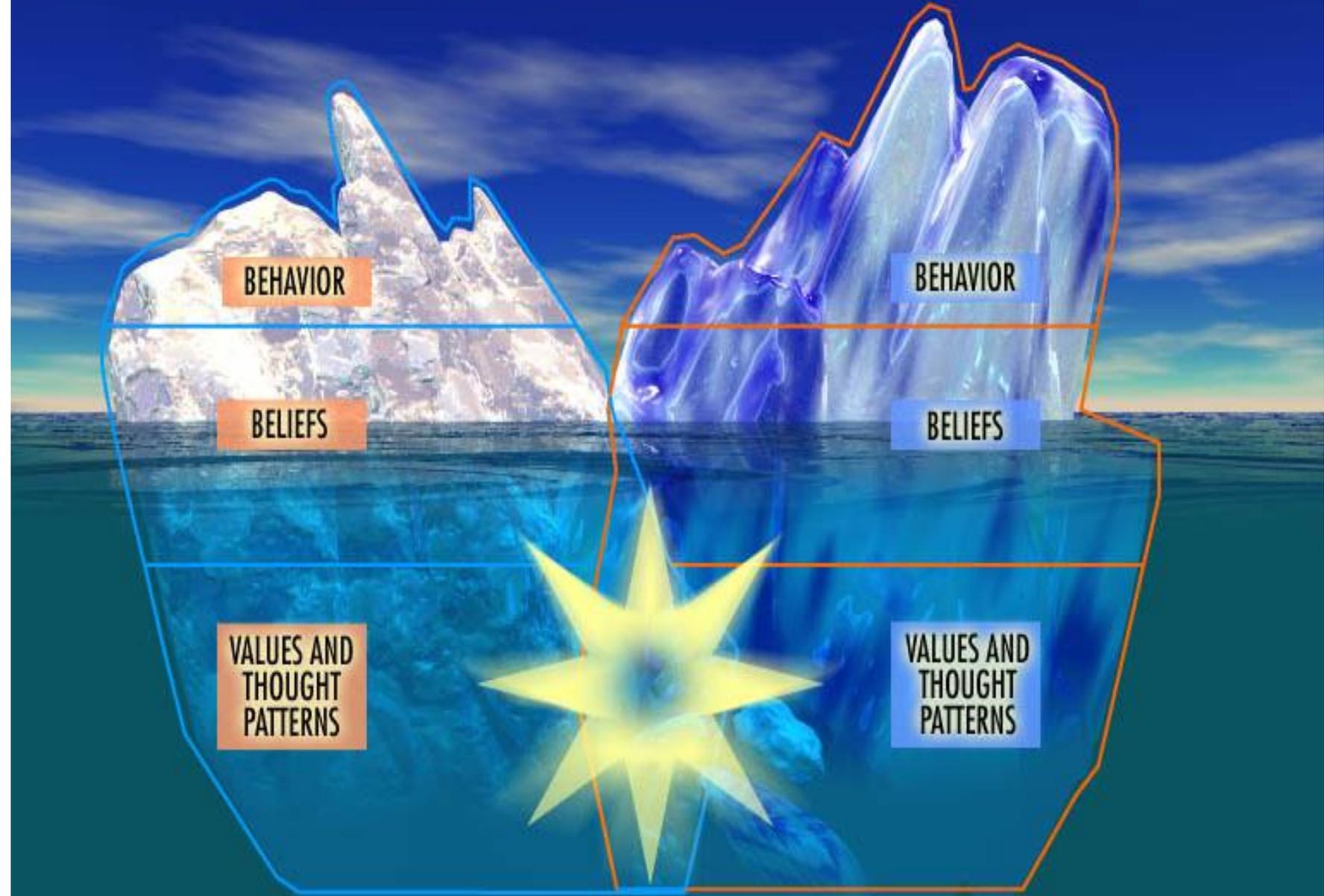
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A complex system of values, beliefs, attitudes and customs shared by a society, that affects our behaviour and the way we communicate.



Cultural  
shock

## The "Iceberg Analogy" of Culture



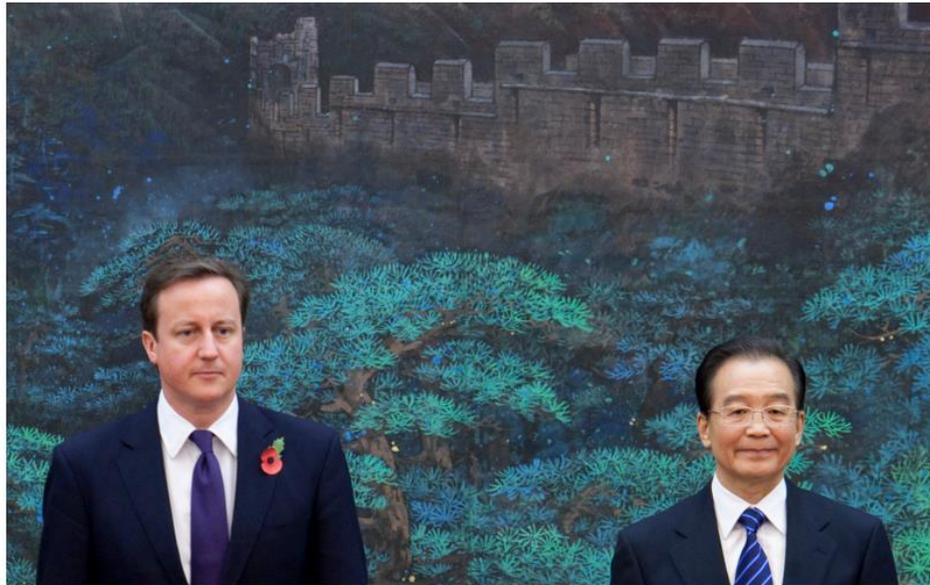


We may share certain values and behaviors, but until we all speak the same **language**, share the same **history**, the same **heroes** and the same **religion**, we will continue to be unique.

# Cameron Risks China Spat by Wearing Poppy During Trip

by Robert Hutton

November 10, 2010 – 10:47 AM WET



Why?



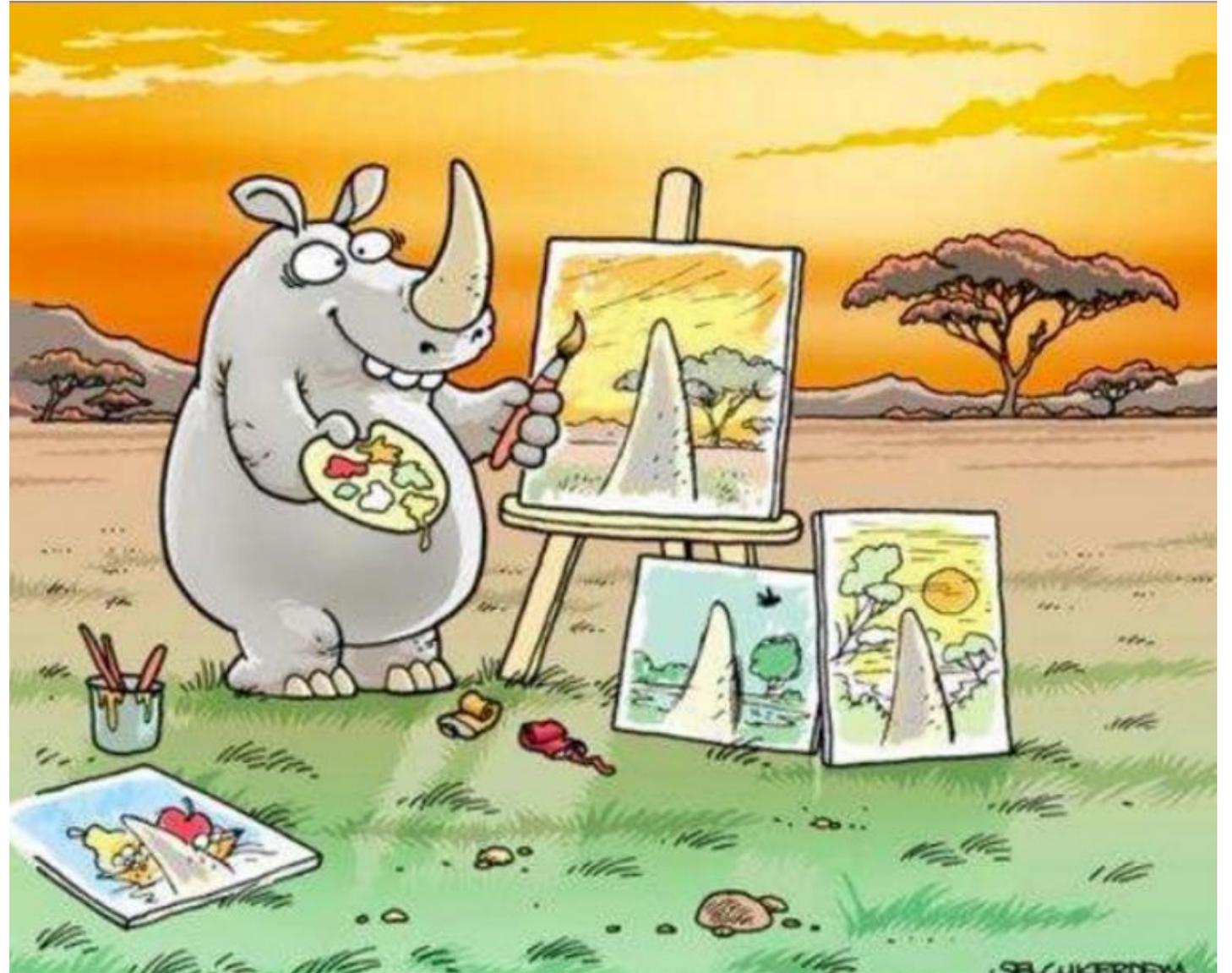
The same gesture may have different meanings

- USA=OK
- JAPAN=MONEY
- BRAZIL, GREECE AND TURKEY = INSULT
- RUSSIA=ZERO



Our culture  
determines

- How we see ourselves
- How we see the world



Faced with a different culture we tend to impose our own values believing them to be the best.



# Cultural Differences When Communicating



**15 formas de decir "hola"**

**Saludo Scout.** El dedo pulgar sobre el dedo meñique significa que el mayor protege al pequeño.

**Kowtow.** De origen chino, se usaba ante el emperador como señal de total adoración y entrega.

**Bào Quan Li.** Se utiliza en Tai Chi. La palma es la inteligencia que equilibra la fuerza (puño).

**Satánico.** Los cuernos son la Luna y el macho cabrío. Si se hace con discreción, reconoce a los iniciados.

**Indio.** La palma abierta y lejos de las armas, muestra entrega hacia la persona a quien se saluda.

**Namaste.** Hindú, simboliza el deseo de conectar el propio espíritu con el del saludado.

**Saludo militar.** Tiene su origen en el acto de levantar la visera del yelmo para ver los ojos al otro.

**Esquimal.** Se frota la nariz en señal de confianza (único contacto piel contra piel posible).

**Apretón de manos.** Se da con la derecha, la mano que desvaina el arma, como señal de no agresión.

**Inclinación.** Su origen está en una señal de subordinación (se expone al otro el cuello, zona vulnerable).

**Beso.** De origen maternal (la madre masticaba la comida y la pone en la boca del niño). Confianza.

**Palmetadas.** Origen árabe. Se palpaban las ropas para asegurarse de que el otro no llevaba armas.

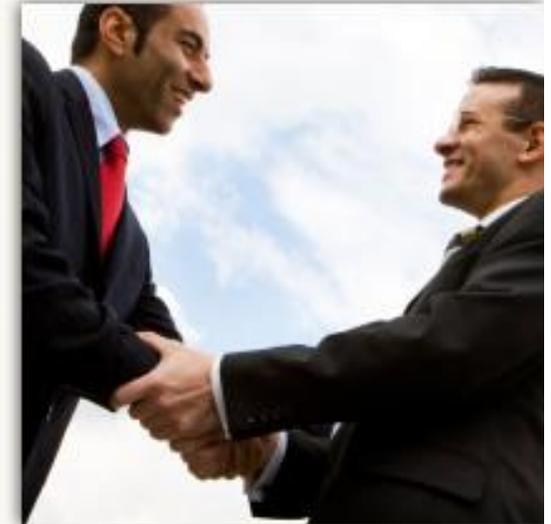
**Plongeón.** Indica sumisión y simboliza entrega (se sube la falda y se abren las piernas).

**Romano.** La mano (lejos del arma) saluda al Sol y a sus representantes o "hijos" en la Tierra.

**Besamano.** Nació en el siglo XVII. El hombre brinda su "apoyo" y besa religiosa y sumisamente.

## When dealing with cultural differences

We face challenges such as building trust, leadership style, respecting beliefs and overcoming time and space differences.



# Space differences

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Bus stop

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# Main barriers in cross cultural communication

- Prejudice
- Religion
- Language



# Prejudice

OPEN SOURCE

*Argentina's President Mocks Chinese Accents During Visit to China*



**Cristina Kirchner** ✓  
@CFKArgentina



Más de 1.000 asistentes al evento... ¿Serán todos de "La Cámpola" y vinieron sólo por el aloc y el petróleo? ...

12:29 PM - Feb 4, 2015

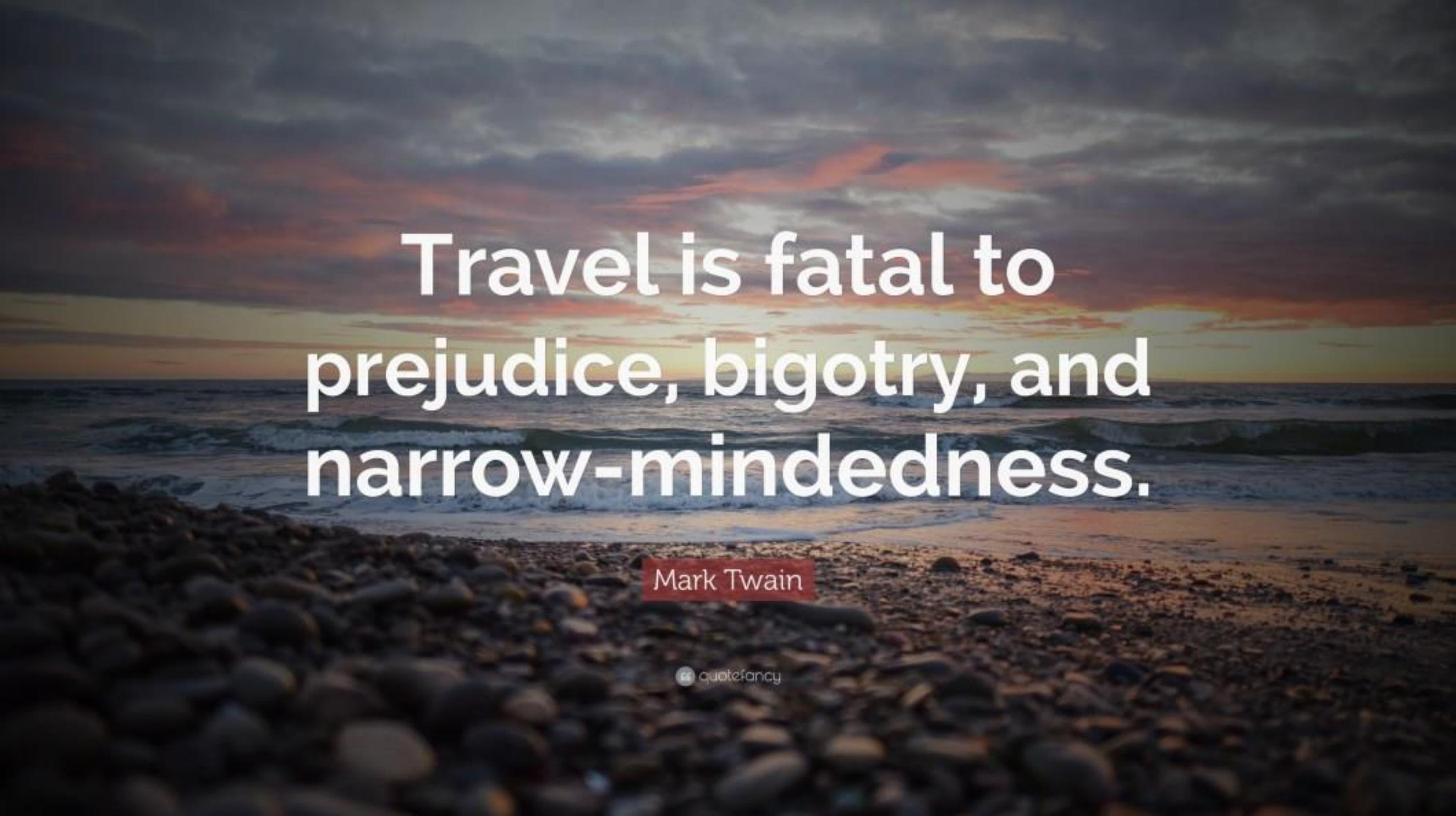
♥ 2,762 💬 6,849 people are talking about this



# Good manners are not the same everywhere

In China, Taiwan, and much of the Far East, **belching** is considered a compliment to the chef and a sign that you have eaten well and enjoyed your meal.





**Travel is fatal to  
prejudice, bigotry, and  
narrow-mindedness.**

Mark Twain

# Rome museum covers its nudes ahead of visit by Iran's Rohani

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© Filippo Monteforte, AFP | Visitors walk past nudes at Rome's Capitoline Museum (Musei Capitolini) on January 26.

Text by FRANCE 24 Follow

Latest update : 2016-01-26

Italy covered up the classical nude sculptures at Rome's Capitoline Museum on the occasion of a visit by Iranian President Hassan Rohani, who met with Prime Minister Matteo Renzi at the museum on Monday.



Jeff Koons' statue, Gazing Ball, in Florence. Photo: Annie Giulioni

# PM covers nude statue to spare Sheikh's blushes

Published: 07 Oct 2015 17:10 GMT+02:00

Share Tweet Share reddit

A naked statue in Florence was covered by the Italian premier Matteo Renzi's team so as not to offend the visiting crown prince of Abu Dhabi on Wednesday.

- Turkish PM's son denies fleeing to Italy (07 Oct 15)
- Saudi in Italy snub over planned execution (07 Oct 15)

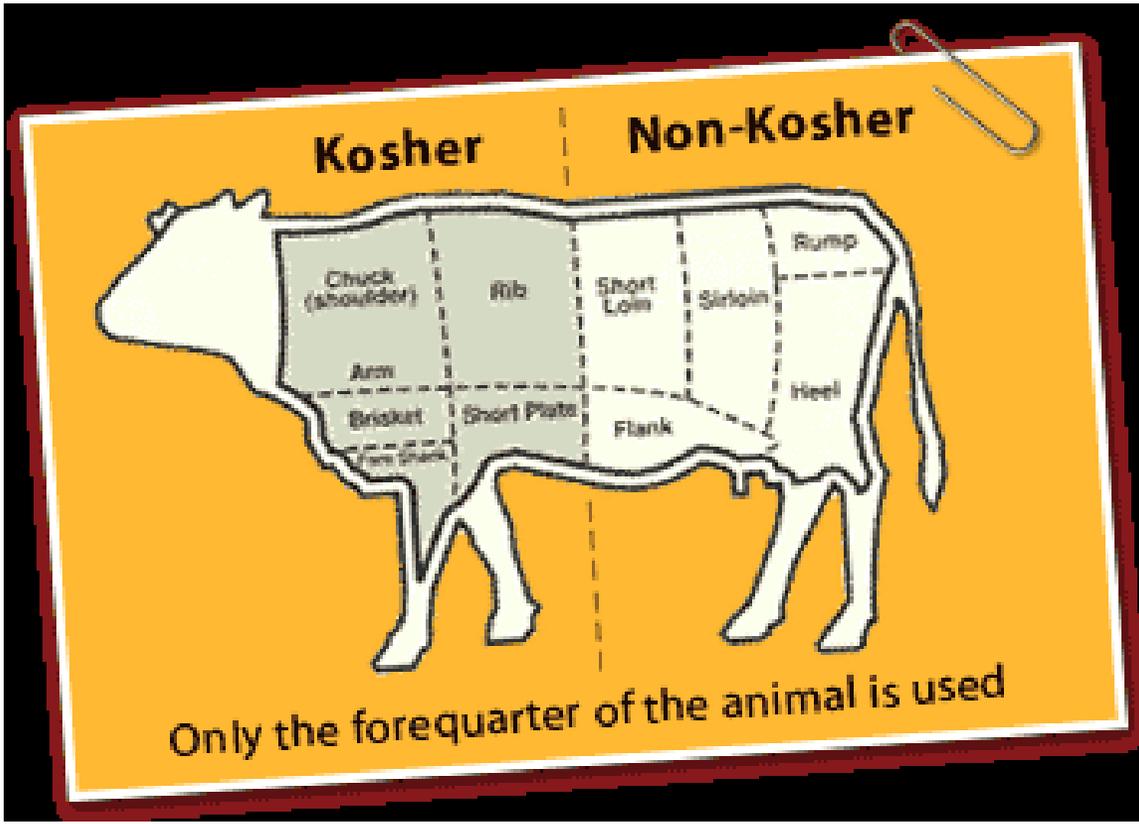
Mohammed bin Zayed bin Sultan Al Nahyan, whose family's wealth is estimated at €150 billion, arrived in the city on Wednesday morning for a diplomatic visit, during which commercial agreements between the two countries would be finalized. *Corriere Fiorentino* reported.

Needless to say, the visit had been planned down to the smallest detail by Renzi and his team, with a wind breaker bearing the *Fleur de Lis* – the iconic lily of Florence - being placed around the American sculptor Jeff Koons' statue, Gazing Ball.

The statue features a naked man in Greco-Roman style balancing a blue mirrored sphere on his shoulder.

In many Arab cultures, including Abu Dhabi, public nudity is prohibited in any form but it is not known whether the statue was covered due to a specific request by the Sheikh's team or out of caution by the premier's

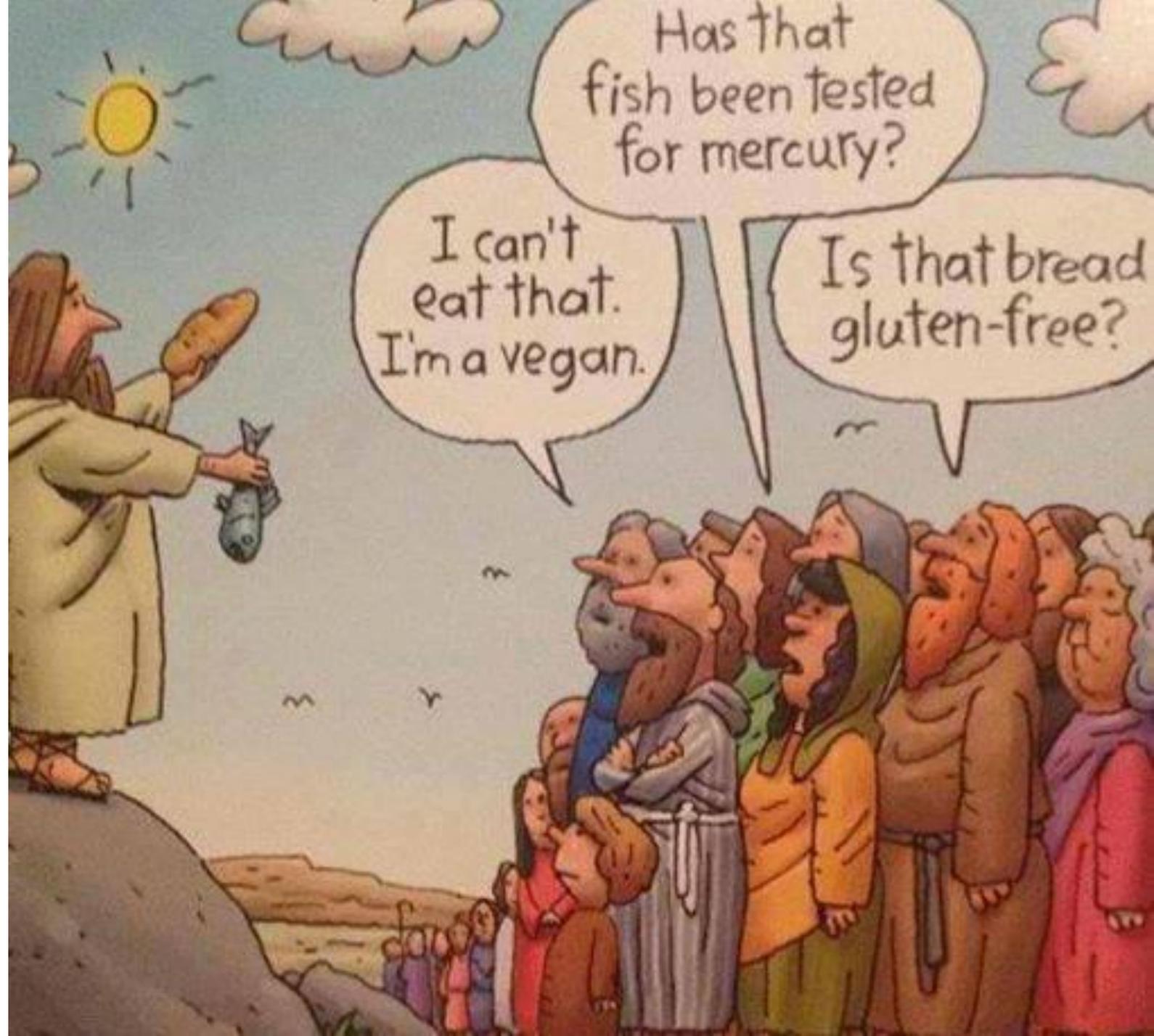
# Religion



Religion and catering

# Food Taboos

- **Muslims:** pork, lobster, crab and shrimps, alcohol
- **Jews :** idem and dairy products mixed with meat (butter, milk, cheese, cream).Kosher cutlery
- **Hindus:** beef and fish (veg)
- **Mormons:** Coffee, alcohol, tea and tobacco



# Drink taboos



# Alcohol restrictions

DENT News Voices Culture Lifestyle Tech Sport US election



## Iran and France cancel diplomatic lunch to welcome Hassan Rouhani after French refuse to take wine off the menu

Iranian officials asked that a lunch between the two countries' presidents be Halal and alcohol-free

Caroline Mortimer | @cjmortimer | Wednesday 27 January 2016 | 167 comments



# Dress restrictions

Michelle Obama causes outrage in Saudi Arabia by not wearing headscarf

Hundreds of Saudis took to Twitter using hashtags translating to “#Michelle\_Obama\_Immodest” and “#Michelle\_Obama\_NotVeiled” to voice their disapproval of her decision not to observe Saudi customs.





© DPA/PA Images

## **Female German minister REFUSES to wear a hijab during visit to Saudi Arabia, days after Angela Merkel calls for a burka ban**

- Defence Minister Ursula von der Leyen wore a business suit for her meetings at the Divan Palace in Riyadh
- She was criticised on Twitter by Saudis for not wearing traditional Saudi clothing
- Von der Leyen said she was annoyed that visitors are expected to wear an abaya
- It comes a week after Angela Merkel called for the burka to be banned
- On Monday a Saudi woman was arrested for taking off her veil and posing for photographs



Photoshop



Yasri Khan. Photo: Marc Femenia/SCANPIX

## Politician quits after refusing to shake women's hands

Published: 20 Apr 2016 17:17 GMT+02:00

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A Swedish Green Party politician, who ignited a storm of controversy after refusing to shake hands with a female reporter on grounds that it violated his Muslim faith, announced on Wednesday that he was quitting politics.

Yasri Khan is the **second Green Party politician** to resign in acrimony this week.

During an interview with a female reporter from the TV4 broadcaster on Tuesday, Khan placed his hand over his heart instead of shaking



# Gender issues

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## Iranian actress Leila Hatami chastised under Islamic law for kiss on the cheek in Cannes

IRANIAN actress Leila Hatami has landed herself in hot water over a kiss on the cheek in Cannes.

By: Felicity Thistlethwaite  
Published: Mon, May 19, 2014

[Recommend](#) 7

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Leila Hatami caused controversy kissing Cannes Film Festival director Gilles Jacob[G]

# Greetings

In some cultures,  
looking people in the  
eye is assumed to  
indicate honesty and  
straightforwardness

In others it is seen as  
challenging and rude.



Do not judge but try to understand and respect cultural differences



Isabel

伊萨贝尔

[yī sà bèir]



إيزابيل

Language



"A different language  
is a different vision  
of life."

Federico Fellini



# Guest list: order surnames



REPUBLIC OF HUNGARY

**OBRÁN VIKTOR**  
PRIME MINISTER



Mr. Cao Guangjing



Dirk Hoeren  
@DirkHoeren

Seguir

Ooops, double mistake in official #VallettaSummit list: Name surname #Hungary MP mixed up + Obran instead of #Orban



REPUBLIC OF HUNGARY

**OBRÁN VIKTOR**  
PRIME MINISTER

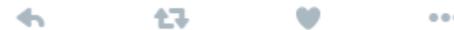


RETWEETS  
2

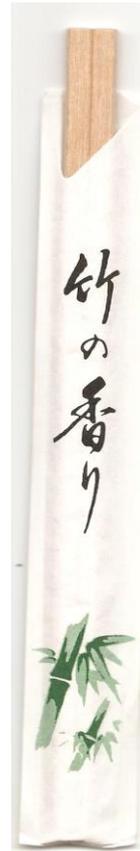
CURTIDAS  
4



09:12 - 11 de nov de 2015



Leto @politicshungary مؤدب · 11 de nov de 2015  
@DirkHoeren Well, in fact our prime minister's actual name is "Orbán Viktor" because surname comes first in Hungarian. :)



## 在葡萄牙总统席尔瓦举行的 欢迎宴会上的祝酒辞

(2010年11月6日, 里斯本)

中华人民共和国主席 胡锦涛

尊敬的席尔瓦总统和夫人，  
女士们，先生们，朋友们：

应席尔瓦总统盛情邀请，我很高兴来到美丽的葡萄牙进行国事访问。从抵达里斯本起，我们就深切感受到葡萄牙人民对中国人民的友好情谊。现在，总统先生为我们举行盛大欢迎宴会，并发表热情洋溢的讲话。在这里，我谨代表我的夫人和同事们，并以我个人的名义，对总统先生和夫人、葡萄牙政府和人民的盛情款待和周到安排表示衷心感谢！

葡萄牙是欧洲文明古国，有着悠久历史



张昆生

Chinese and Japanese are different languages

# Check the translation!



- In Russian PEREGRUZKA means to overcharge.
- The English translation of RESET to Russian is: PEREZAGRUZKA



## Language faux pas

He may have had the word "delicieuse" in mind, which, though sounding similar to "delicious," would better translate into "lovely" or "delightful."

## French President Macron in 'delicious' faux pas on tour Down Under

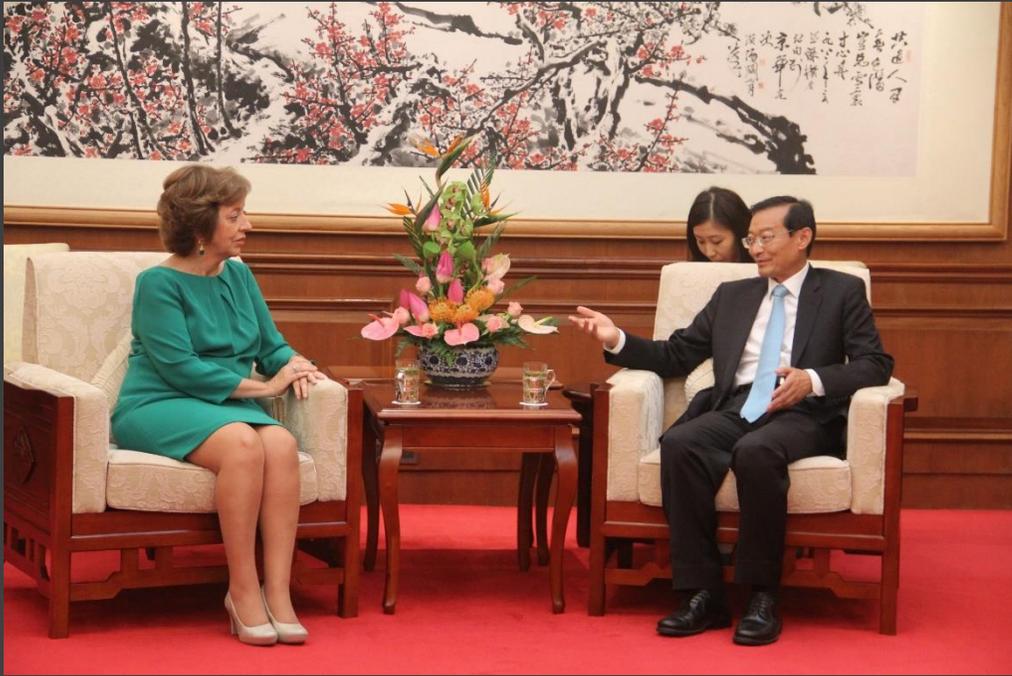
>> Reuters

Published: 2018-05-03 04:39:16.0 BdST | Updated: 2018-05-03 04:39:16.0 BdST



President of France Emmanuel Macron greets Australian Minister for Foreign Affairs Julie Bishop as Australian Prime Minister Malcolm Turnbull looks on at Garden Island, in Sydney May 2, 2018. AAP/Brendan Esposito/via REUTERS

**France's President Emmanuel Macron may have had le vin rouge on his mind when he thanked Australian Prime Minister Malcolm Turnbull and his "delicious wife" for their warm welcome on his official visit.**



TOKYO (AFP) - France's President Francois Hollande was left red-faced in Tokyo on Friday after a slip of the tongue that saw him confuse his Japanese hosts with the Chinese.

During a news conference, Mr Hollande, speaking in French, referred to the Algerian hostage crisis in January in which 10 Japanese nationals died, saying he had "expressed the condolences of the French people to the Chinese people".

## France's Hollande calls Japan 'China', interpreter saves day

Published on  
Jun 07, 2013  
4:49 PM



581

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France's President Francois Hollande (above) delivers a speech to the National Diet in Tokyo on Friday, June 7, 2013. Mr Hollande was left red-faced in Tokyo on Friday after a slip of the tongue that saw him confuse his Japanese hosts with the Chinese. -- PHOTO: AFP

The President, who is in Japan on a three-day state visit, made no attempt to correct his mistake.

A quick-thinking female interpreter fixed the verbal gaffe as she gave her simultaneous translation, rendering the sentence as it had been intended. However, at least one Japanese journalist with knowledge of French picked up on the error.

# The interpreter



## Gift faux pas

“An exchange of gifts has caused embarrassment for both Britain and Taiwan after Baroness Susan Kramer, the transport minister, presented the mayor of Taipei with a watch.

Giving a timepiece as a gift is a taboo in Chinese culture because it suggests that the recipient's time is running out. The phrase "giving a clock" in Chinese can also be read as bidding farewell to the deceased at a funeral.

The mayor commented the awkward exchange by saying he has "no use for it" and suggesting, "I can just re-gift it to someone else or take it to a scrap metal dealer and sell it for cash."

A spokesman for the city later attempted to gloss over the mayor's comments, insisting that he had just been joking.”

The Guardian



What is cross cultural  
competence?

Knowing how to bridge the gap in behavior to operate effectively, adapting your approach just enough to relate effectively, but not so much that it feels inauthentic.



WE BUILD TOO MANY  
WALLS AND NOT  
ENOUGH BRIDGES.

## 5 keys for cross cultural competency:

- Developing linguistic skills

- Valuing diversity

- Respecting yourself and others

- Being conscious of the dynamics of  
cultural interaction

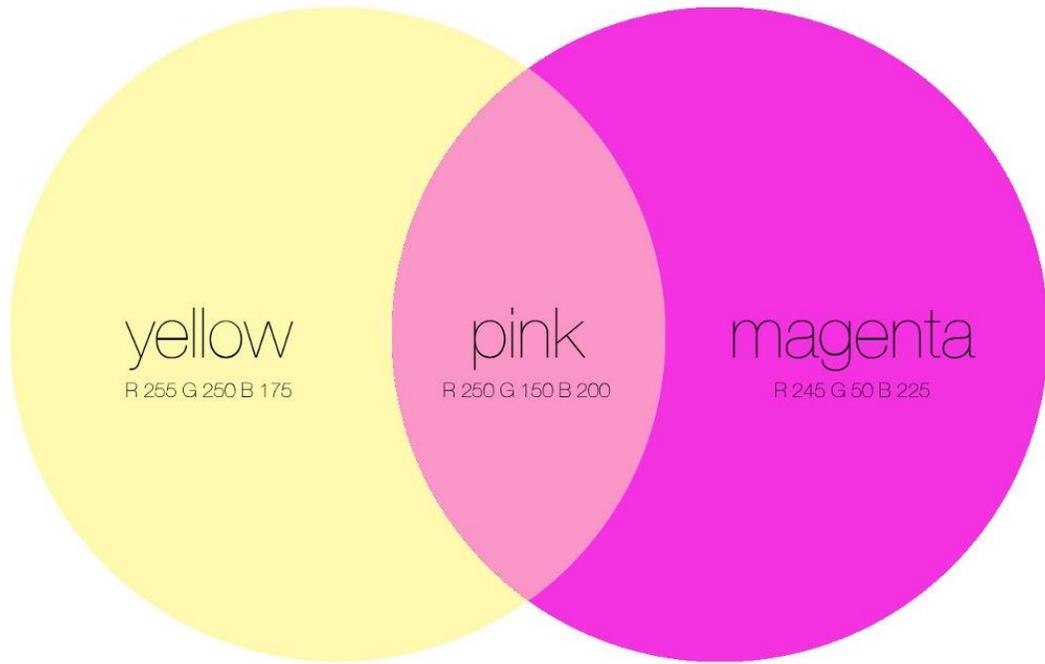
- Avoid stereotyping

# Intercultural competence

The background of the slide features two 3D-rendered human figures. The figure on the left is semi-transparent, while the figure on the right is solid. They are standing on a light-colored floor and shaking hands, symbolizing cooperation and intercultural interaction.

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The ability to understand and manage your own and others' cultural worldviews in order to be more successful.



Cross culture competence is  
the ability to create  
for oneself  
a comfortable third place  
between  
one's first culture  
and another culture.

We need to  
accept that  
it's a  
continuous  
learning  
process.



It's okay to make mistakes, as long as we apologize.





**“Culture is more often a source of conflict than  
of synergy.**

**Cultural differences are a nuisance at best  
and often a disaster.**

**But if we really want to globalize,  
there is no way around them  
so we better take them  
for what they are.”**

**(Geert Hofstede)**

**WHEN IN ROME,  
DO AS THE  
ROMANS DO. ?**

# Wherever you are... do as McDonald's does!



Philippines



China

## McDonald's Around the World



Japan



Mexico

*Shrimp!*



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