

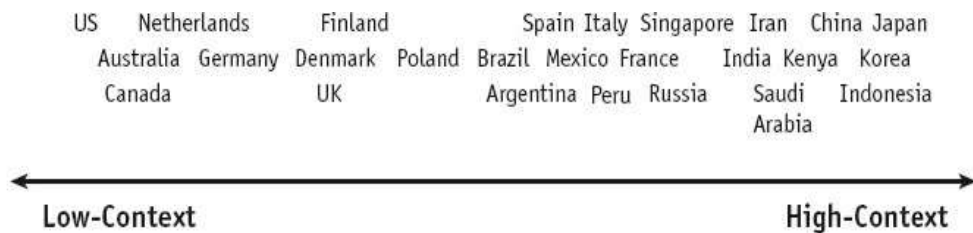


## SUPPORT

### Managerial behavior : some cultural aspects

1. Communication (Implicit/Explicit)
2. Express opinion and feedback
3. Art of persuasion and arguing
4. Managerial posture in front of the hierarchy
5. Making decision
6. Building trust
7. Express disagreement
8. Relationship with time

#### 1. Communication (Implicit/Explicit)



**Low-Context** Good communication is precise, simple, and clear. Messages are expressed and understood at face value. Repetition is appreciated if it helps clarify the communication.

**High-Context** Good communication is sophisticated, nuanced, and layered. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.

#### 2. Express opinion and feedback



**Direct negative feedback** Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (totally inappropriate, completely unprofessional) when criticizing. Criticism may be given to an individual in front of a group.

**Indirect negative feedback** Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing. Criticism is given only in private.



### 3. Art of persuasion and arguing



**Applications-first** Individuals are trained to begin with a fact, statement, or opinion and later add concepts to back up or explain the conclusion as necessary. The preference is to begin a message or report with an executive summary or bullet points. Discussions are approached in a practical, concrete manner. Theoretical or philosophical discussions are avoided in a business environment.

**Principles-first** Individuals have been trained to first develop the theory or complex concept before presenting a fact, statement, or opinion. The preference is to begin a message or report by building up a theoretical argument before moving on to a conclusion. The conceptual principles underlying each situation are valued.

### 4. Managerial posture in front of the hierarchy



**Egalitarian** The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organizational structures are flat. Communication often skips hierarchical lines.

**Hierarchical** The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organizational structures are multilayered and fixed. Communication follows set hierarchical lines.





## 7. Express disagreement



## 8. Relationship with time

