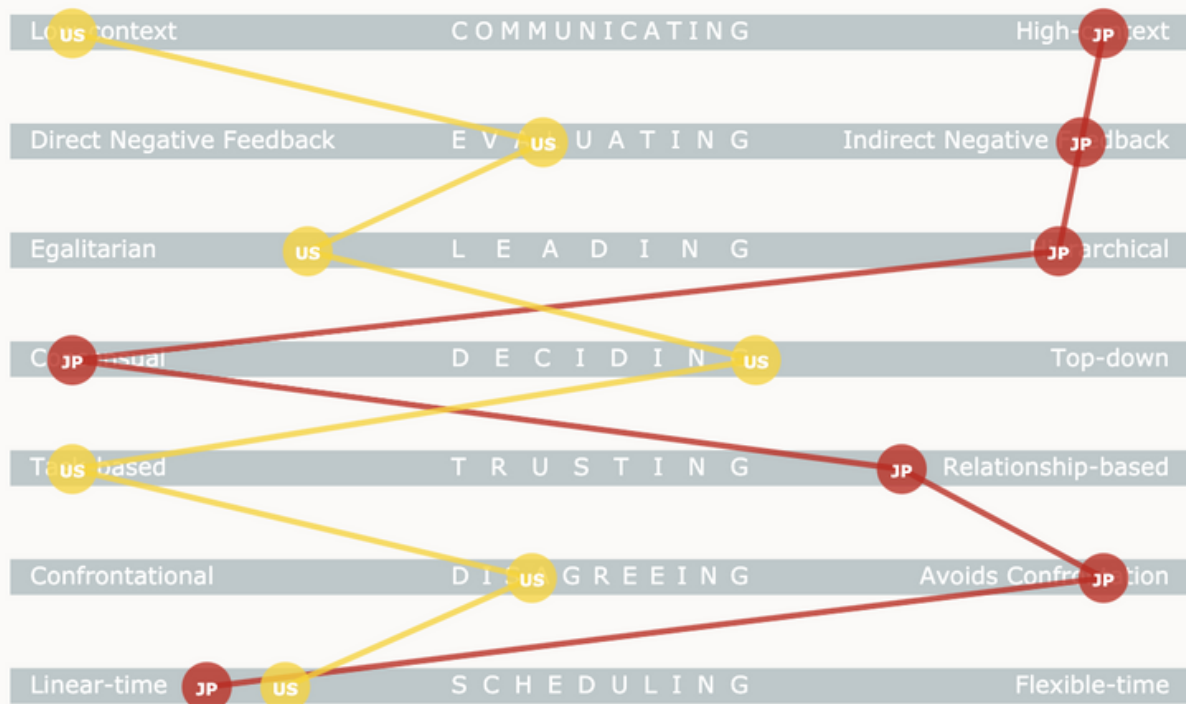ASPIRE
COMMUNICATIONS

OPEN+

Doing Business Cross-Culturally @ Micron

**Lead-in discussion
1) What are some of the main differences between Japanese & non-Japanese communication?**

**Task
Analyze the graph on the next page and brainstorm techniques to overcome cultural differences.**

	COMMUNICATING	
Low-context		High-context
Direct Negative Feedback	EVALUATING	Indirect Negative Feedback
Egalitarian	LEADING	Hierarchical
Consensual	DECIDING	Top-down
Task-based	TRUSTING	Relationship-based
Confrontational	DISAGREEING	Avoids Confrontation
Linear-time	SCHEDULING	Flexible-time

1. Communicating

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. Evaluating

Direct Negative Feedback

Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptions are often used 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 when criticizing. Criticism is given only in private.

3. Leading

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 string director who leads from the front. Status is important. Organizational structures are multilayered and fixed. Communication follows set hierarchical lines.

4. Deciding

Consensual

Decisions are made in groups through unanimous agreement.

Top-down

Decisions are made by individuals (usually the boss).

5. Trusting

Task-based

Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.

Relationship-based

Trust is built through sharing emails, evening drinks, and visits at the coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, I know others well who trust you, I trust you.

6. Disagreeing

Confrontational

Disagreement and debate are positive for the team or organization. Open confrontation is appropriate and will not negatively impact the relationship.

Avoids Confrontation

Disagreement and debate are negative for the team or organization. Open confrontation is inappropriate and will break group harmony or negatively impact the relationship.

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