



## The New Reality of Increasingly Diverse Workplaces

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Language differences

Differences in communication styles

Differences in value orientations

### Differences in Communication Styles

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#### Communication Context

High-Context Communication Style

Low-Context Communication Style

## Country Examples of Low-Context and High-Context Communication



## Implications for the Global Workplace

**Reflection question:**

How do you (a low-context manager) work with a high-context employee or client?

**When working with high-context individuals:**

Practice reading between the lines and decoding nonverbal subtleties your client brings to the table.

# Importance of Saving Face

*Position of selected cultures according to the importance they place on saving face.*



When “face” is less important

When “face” is more important

## Implications for the Global Workplace

The desire of saving face is manifested in a number of behaviors—each reflecting a different concern.

What is behind your employee's behavior?

Employee Behavior	What is the employee fearing?
A reluctance to admit lack of understanding or to ask questions.	

## Reluctance of Saying No

In some cultures, it is inappropriate to say “no”, so the tendency is to “soften” a negative answer or statement.

## Implications for the Global Workplace

### Reflection Questions

How could the reluctance of saying “no” be misconstrued?

Why would your client or employee behave this way?

What could you do to prevent this situation?

**Tip**

Avoid asking “yes” or “no” questions. Provide individuals with options so they can reject what they do not want without feeling they have offended you or disrupted the harmony of the relationship.

## Final Tips for Communicating Effectively Across Differences

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1. Never assume similarities.
2. Understand that there are far more than the words being uttered.
3. Recognize our tendency to evaluate, approve/disapprove or judge others from our own perspective or worldview.
4. Become comfortable with noticing differences.

### Forum Special

For 24 hours after the presentation, Forum attendees will be able to order the book, *Mastering Cultural Differences: Strategies for Leading a Global Workforce*, for **50% off** plus shipping and handling.

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