

# LEADERSHIP FOR AND WITH OTHERS

## DIVERSITY & CULTURAL AWARENESS -

### HANDOUT

#### A brief on the various culture types as detailed in the Lewis Culture Model

*Note: While the Lewis Culture Model is empirically verified, it is nonetheless a theoretical attempt to capture cultural traits which are dynamic and constantly in flux, so despite having certain stereotypical characteristics when seen in broad generality, it should also be used with sensitivity and the understanding that its claims have limits.*

#### Linear Active Cultures

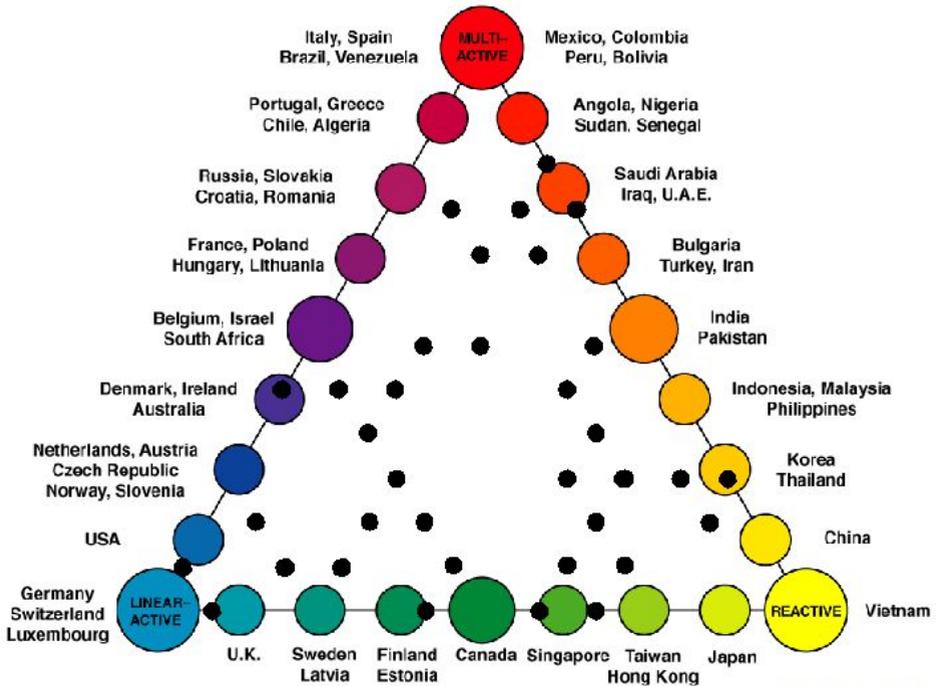
- Tend to be task-oriented
- Highly organized planners who complete action-chains by doing one thing at a time
- Tend to follow a linear agenda.
- Tend to prefer direct discussion, sticking to facts and figures from reliable, written sources.
- Speech is for information exchange
- Talk and listen in equal proportions.
- Truthful rather than diplomatic and do not fear confrontation
- Sticking more to logic rather than emotions.
- Partly conceal feelings and value a certain amount of privacy.
- Results-oriented and like to move quickly forward, compromising when necessary to achieve a deal.
- Tend to believe that good products and services make their own way and sometimes don't see that sales are often based on relationships in other cultures.
- Normally use official channels to pursue their aims
- Do not have a strong inclination to use connections, take shortcuts or to sway people through gifts and hospitality.
- Normally law-abiding and have faith in rules and regulations to guide their conduct.
- Honor contracts and do not unduly delay payment for goods or services received.
- Keen on punctual performance, good quality and reliable delivery dates.
- Tend to dislike mañana behaviour and over-loquacity.
- Process-oriented
- Plan in detail
- Brief on the telephone and respond quickly to written communication.
- Status is gained through achievement
- Bosses in linear active cultures are often low key
- Money is important.
- Rationalism and science tend to dominate linear active thinking more than religion.

## Multi Active Cultures

- Tend to be more talkative and impulsive than other cultures
- Attach great importance to feelings, relationships and people-orientation.
- Like to do many things at the same time
- Tend to feel confined by agendas.
- Conversation is usually roundabout and animated
- Try to speak and listen at the same time.
- Interruptions are frequent, pauses in conversation are few.
- Multi-active cultures are uncomfortable with silence and seldom permit or experience it.
- In business, relationships and connections are seen as more important than products.
- Relationships are best when they are face-to-face; they cannot be maintained over a protracted period simply by correspondence or phone calls.
- Written communication has less effect with multi-active cultures than oral.
- Extremely dialogue-oriented and wish to obtain their information directly from people.
- Tend to trade in rumor and gossip
- Show less respect than linear-active people do for official announcements, rules or regulations.
- Have limited respect for authority, but accept their place in their own social or company hierarchy.
- Tend to appreciate strong bosses, who are expected to protect them.
- Often late with delivery dates and payment.
- Less interested in schedules or deadlines than linear-actives
- Often move only when they are ready.
- Procrastination is common, unpunctuality frequent.
- Non-linear concepts of time and discourse
- Amused and bewildered by the importance that timetables have for linear-active people.
- Tend to be flexible and frequently change their plans to accommodate other changes elsewhere.
- Good at improvisation and adept at handling chaos.
- Borrow and lend property freely.
- Often gregarious and inquisitive, valuing privacy less than company.
- Tend to be emotional and family-oriented.
- Often epicurean, adhere less to strict Protestant values.
- In business, use charisma, rhetoric, manipulation and negotiated truth.
- Diplomatic and tactful
- Often circumvent laws and officialdom to take “short cuts”.
- Entertain lavishly and give presents or undercover payments to secure deals and contracts.
- Tend to set great store by compassion and human warmth.

## Reactive or Listening Cultures

- Rarely initiate action or discussion
- Prefer first to listen carefully to and establish the other's position, then react to it
- Focused, do not let their minds wander and rarely, if ever, interrupt
- Do not reply immediately, use silence as a sign of respect for the weight of the remarks
- Unlikely to voice any strong opinion immediately.
- Tend to ask further questions to clarify intent and aspirations.
- Tend to shy away from confrontation as long as possible
- Try to formulate an approach which suits the other party.
- Usually introvert, distrust a surfeit of words
- Maintain a certain amount of inscrutability
- Tend to excel in subtle, non-verbal communication
- Absence of frequent interjections
- Preferred mode of communication is monologue – pause– reflection–monologue.
- Tolerate silences well and regard them as very meaningful for thinking
- Reply is context-centred and presume a considerable amount of knowledge on the part of the listener
- Tend to express their thoughts in half-utterances, indicating that the listener can fill in the rest.
- Rely on semi-statements to further the conversation,
- Tend to use impersonal verbs (“one is leaving”) or the passive voice (“one of the machines seems to have been tampered with”), either to deflect blame or to show politeness.
- Follow an impersonal and vague style in discussions
- Lack of eye contact
- Small talk does not come easily to reactive cultures.
- Self-disparagement is a tactic of reactive cultures. It eliminates the possibility of offending through self-esteem; and is not necessarily connected with a weak position.
- Have large reserves of energy.
- Economical in movement and effort
- Do not waste time reinventing the wheel.
- Are seldom aggressive and rarely aspire to leadership.



## Reflection on cultural traits and styles

### Part 1: Recognizing our cultural traits and styles based on the Lewis Model

- On the ground, represent the triangle highlighted in the Lewis culture model. Where does your own culture fit in this model?
- In your group, have each participant stand in the position representing their own culture and form a triangle based on your nationality.
  - Form a second triangle based on your personality types
  - Form a third triangle based on your respective leadership styles
- What insights can you draw from this exercise?

### Part 2: Applying the Lewis Model to interpersonal leadership across cultures

After reading the different culture types, reflect on the below questions:

- What kind of leader is expected in a Linear Active Culture?
- What kind of leader is expected in a Multi-Active World?
- What kind of leader is expected in A Reactive Culture?
- How does your own leadership style match the culture of the group you are interacting with?
- As a leader, who do you manage best?
- Is there any point on the triangle that you find difficult, why?