



INTERKULTURELLES TRAINING  
& BERATUNG



# Cultural Differences in Feedback: Mastering Intercultural Teamwork

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Let's get to  
know each  
other

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# Aims

# Aims of our Workshop

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## You will ...

- Introduction: Learn how to give and receive constructive feedback in intercultural settings.
- Gain Cultural Diversity Competence, to prevent conflict and for better performance.
- Self-reflect and become conscious of your own cultural mind-set and communication/behavior style.



# Agenda

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<b>Time</b>	<b>Topic</b>	<b>Practice</b>
02:00 – 02:30 pm	Get to know each other, aims	Hello
02:30 – 02:45 pm	Intercultural Competence	Working values
02:45 – 03:40 pm	Mastering Feedback in intercultural settings	E-Mail Activity
03:40 – 03:50 pm	Good practices	4 questions
03:50 – 04:00 pm	Closing	Final questions



# How I work

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# How I work

- **Research-based information:** precise problem analysis and understanding connectivity between subjects.
- **Psychological approach:** focus on communication & behaviour
- **Consciousness** instead of guilt and shame
- **Focus on implementation:** with practical exercises and lively examples.
- **Exchange of experiences:** sharing stories
- **Interactive methods** and aha experiences

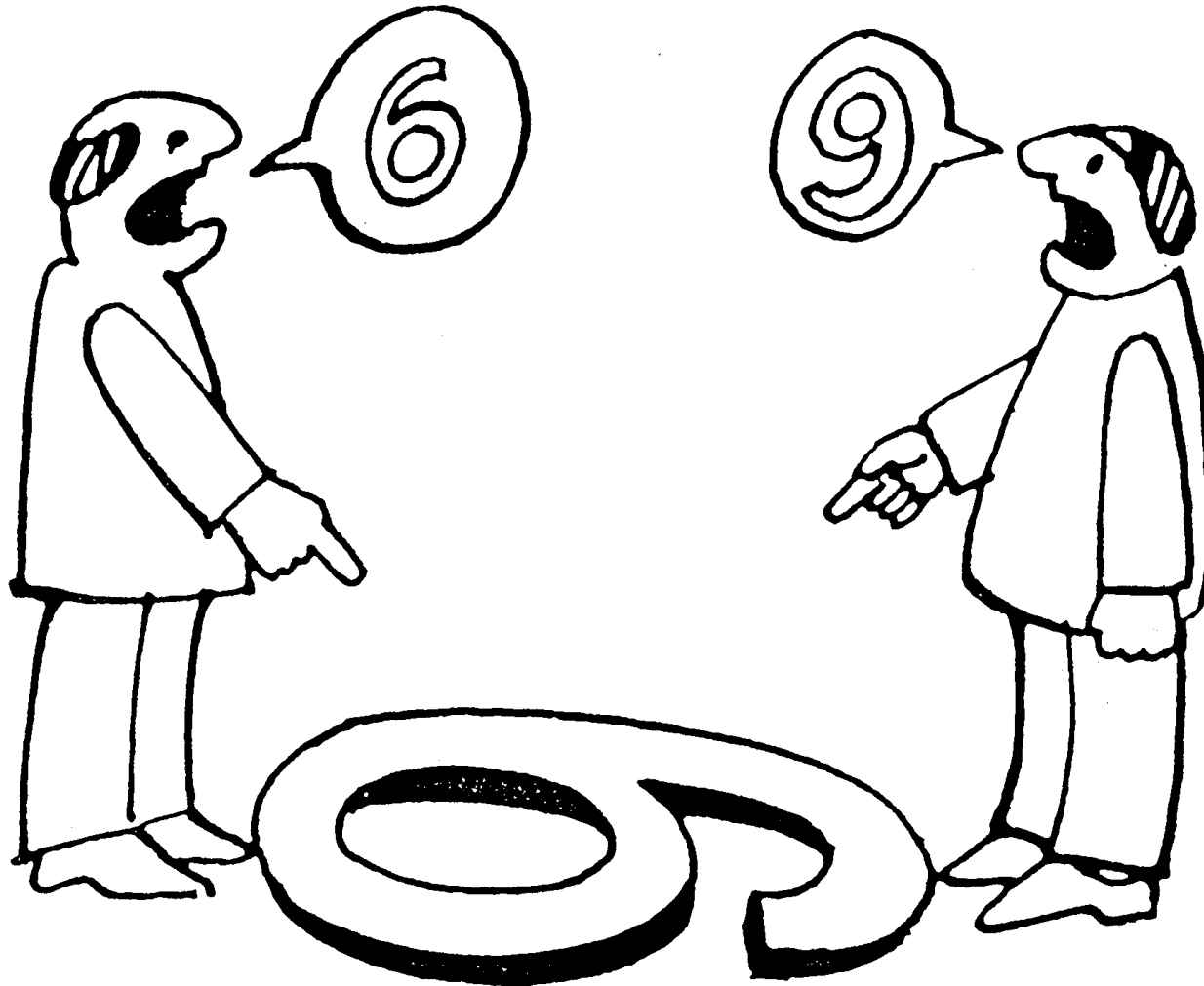


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# Intercultural Competence

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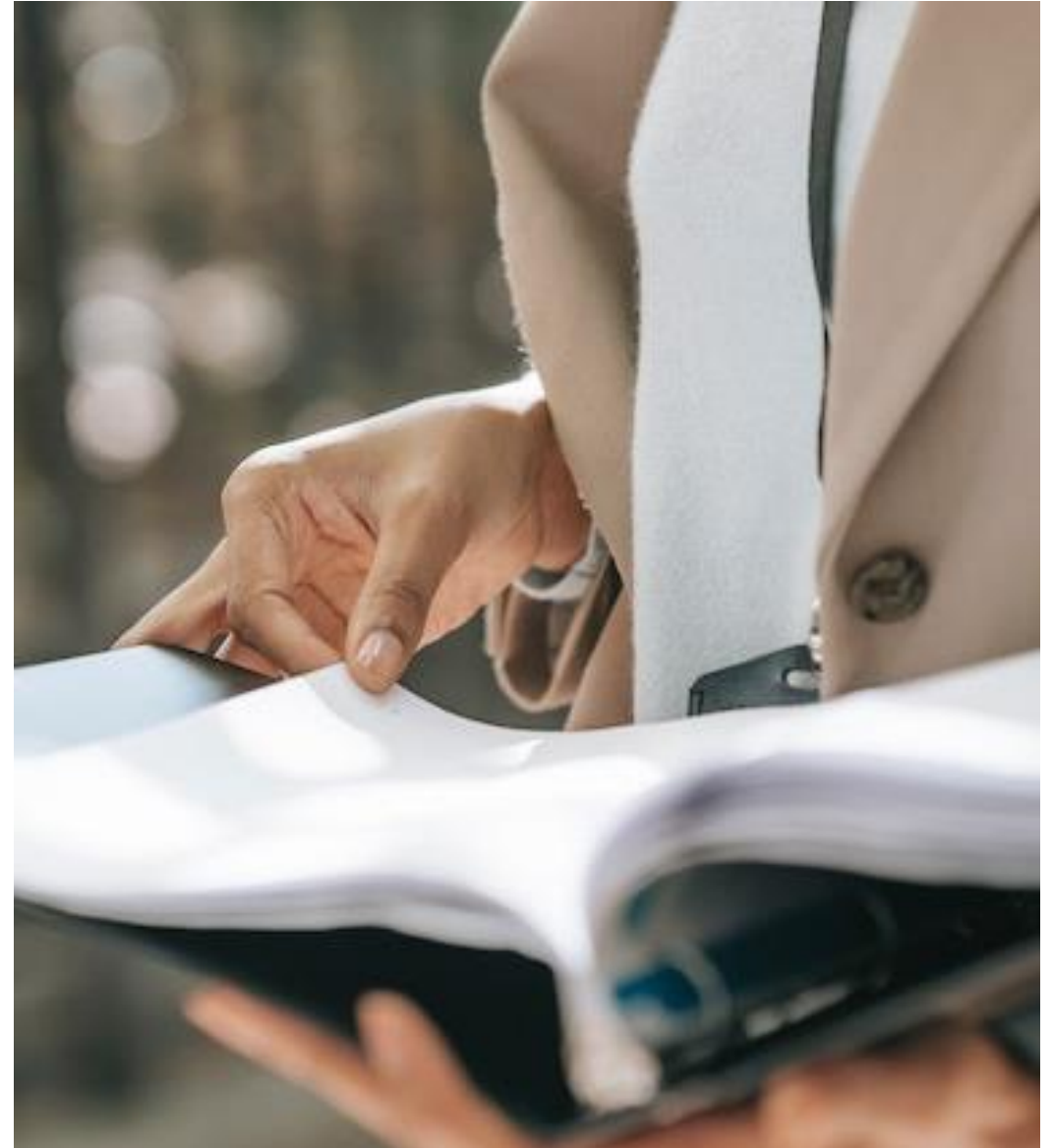


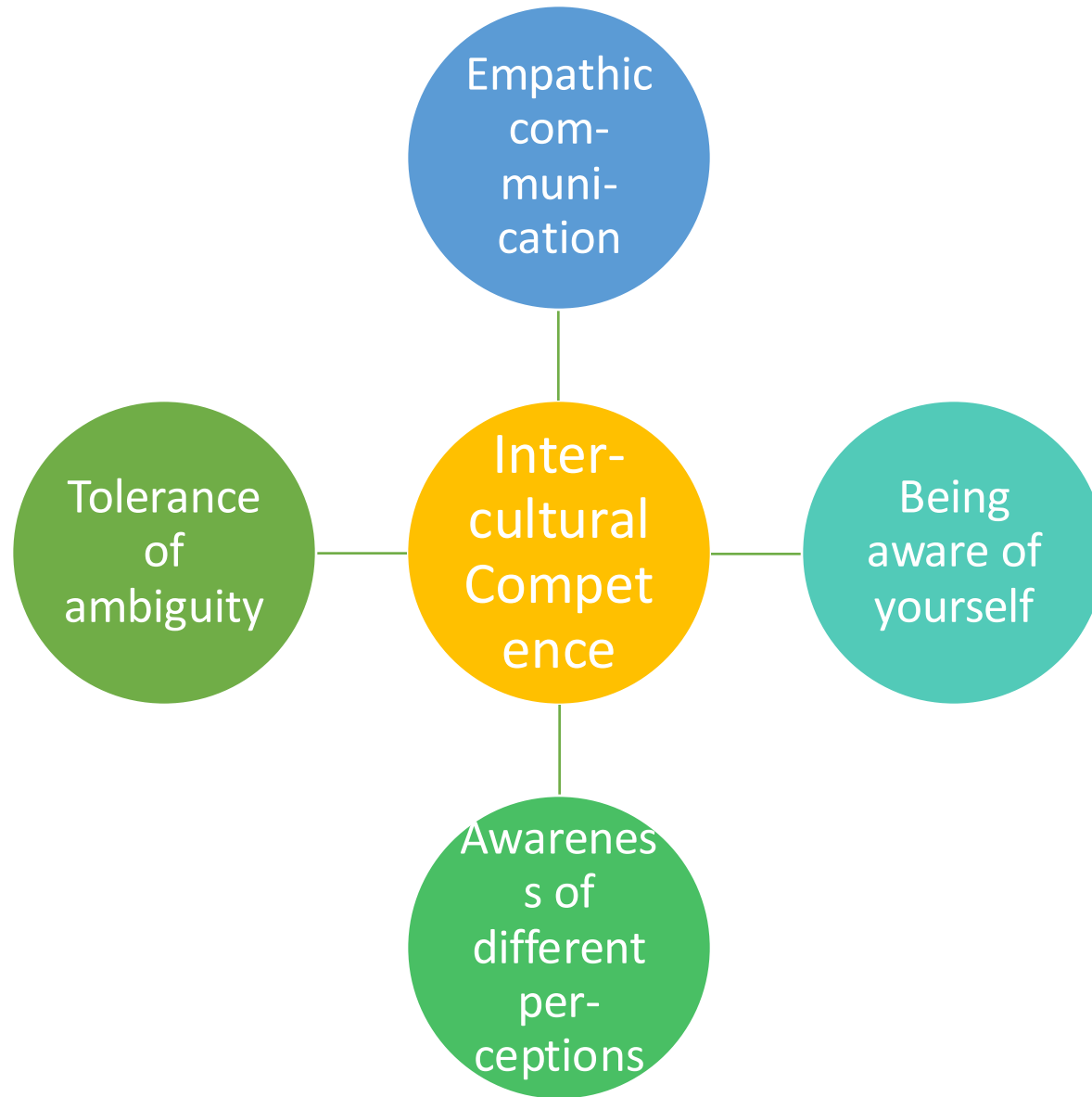
# Intercultural Competence

## The German Culture Tree

**Everything Invisible (konzeptas, Bolten, 2007/2012/2017): Norms & Values**

- Factual orientation/Objectivism
- **Direct communication**
- Power distance: 35 of 100
- Appreciation of structures & rules
- Internalised control
- Separation of work and private life
- Individualistic





# What is culture?

## Culture tree

### **ALL VISIBLE**

Food, language, clothing, greeting rituals, heroes/heroines, art: games, festivals, literature, theatre, ...

Example at universities: seating arrangements for students/teachers (lecture halls, offices, canteens, ...).

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### **ALL INVISIBLE (ROOTS)**

Values & norms, beliefs & religion, attitudes towards things, notions of “how to do something” (eg. Communicate feedback).

Social obligations, needs, expectations, ...



Picture-source: shutterstock



# Mastering Feedback in international settings

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# Cultural dimension: In-/direct communication style

## **Direct communication – low context style**

- I/You focus
- Starts with facts
- No Small-Talk
- Feedback is in the message
- Explicit
- Clarity has priority
- No face saving

## **Indirect communication – high context style**

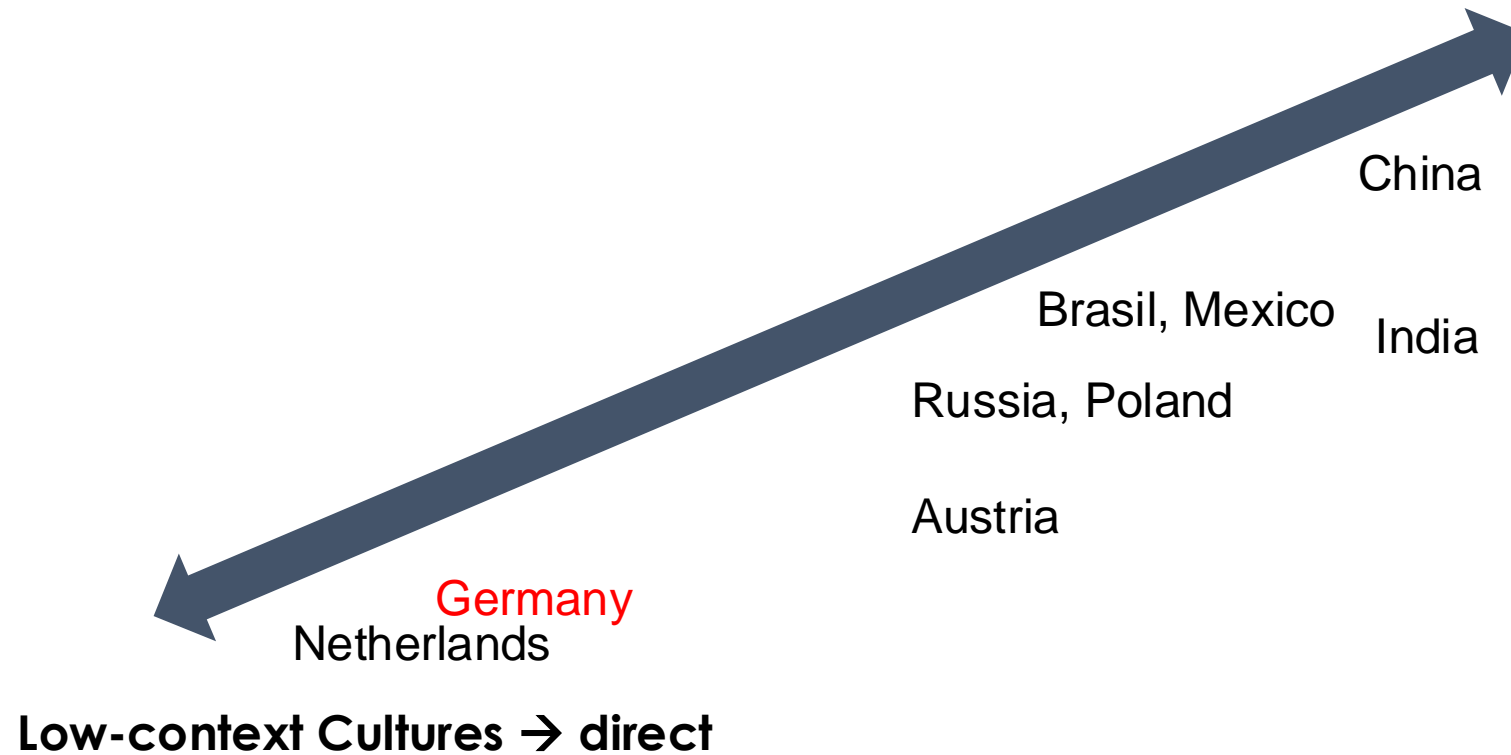
- We/us focus
- Starts/ends with establishing a good contact/relationship.
- Small-Talk!
- Feedback is postponed to a phone call or meeting.
- Implicit, between the lines
- Face saving first



# Cultural dimension: In-/direct communication style

Country-profiles

High-context Cultures → Indirect



# Cultural dimension: In-/direct communication style

## EXAMPLE E-MAIL 1 (CHINESE)

Subject: a new beginning together

Hello,

I'm glad to write you this email and I'd thank you for your hard work. As you know we will work together. You know it's important time now at the beginning of the project, so we can share some information to improve our work. I hope we will have a good time working

I'm sure we will have a new beginning through our common effort.

This is my telephone number ... If you have any time to talk about some things.

Best regards

# Cultural dimension: In-/direct communication style

## EXAMPLE EMAIL 2 (NETHERLANDS)

Subject: problem with unmet criteria

Dear ...,

I'm very rushed so I need to keep the information very short and direct. I'm very disappointed and dissatisfied with the way you are working on this project. It does not meet at all the criteria we agreed upon from the start. You really need to do this in a much more professional way and according to our goals and criteria.

Otherwise we really have a problem. I suggest that we will have a talk tomorrow. Then I will explain clearly what I mean. Speak to you tomorrow at 02.00pm.

# Cultural dimension: In-/direct communication style

## Intercultural competence: Reconciling Transparency and rapport

**Direct  
communication**

Building transparency

A clear message,  
sharp as a  
razorblade

polarizes

A diffuse message  
in a foggy  
relational  
context.

compromise

A clear message  
embedded in a respectful  
empathic relationship

polarizes

A warm relationship message  
without direction and  
meaning

reconciled

Building rapport

**Indirect  
communication**



# Transfer

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Good practices

**Time for open questions**





# Happy to stay connected!

- **Iris Wangermann, Ph.D.**
- World Peace by Piece!
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# Foto- Quellen

## Pexels

- Pavel Danilyuk
- Kindel Media