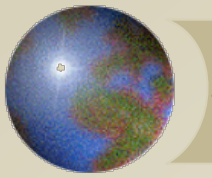


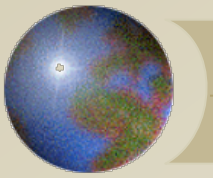
Overview of David Victor's LESCANT Model: Brazil

Orlando R. Kelm



LESCANT

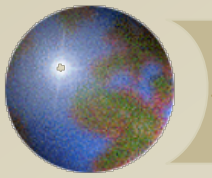
- ⊕ **L**anguage
- ⊕ **E**nvironment
- ⊕ **S**ocial Organization
- ⊕ **C**ontext
- ⊕ **A**uthority
- ⊕ **N**on-verbal
- ⊕ **T**ime



Language

❖ 1. Linguistic Ethnocentrism

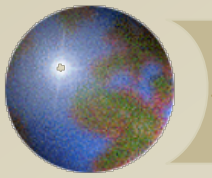
- Historical Reasons (e.g., Greek, French)
- Social Reasons (e.g., English)
- Political Reasons (e.g., Basque, Catalan, Gaelic)
- Religious Reasons (e.g., Arabic, Hebrew, Greek, Armenian, Russian)
- Multiple Factors (e.g., comfort level = best)



Language, cont.

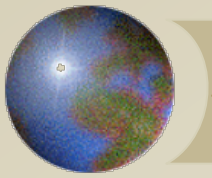
✚ 2. Insider-Outsider Relationship

- *Lingua franca*
- Shibboleth



Language, cont.

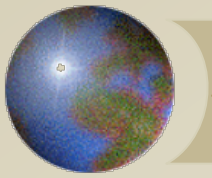
- ✚ 3. Alliances in Linguistically Determined Group Dynamics
 - French in Canada
 - Quechua in Peru
 - Catalan in Spain



Language, cont.

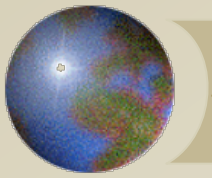
✚ 4. Suggestions

- Avoid idiomatic speech, slang, and colloquialisms
- Speak slowly
- Keep vocabulary simple
- Rephrase frequently
- Use written support
- Become familiar with cognates
- Be wary of false cognates
- Summarize



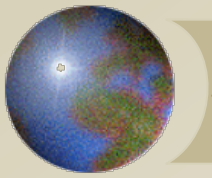
Language – Brazil Examples

- ✚ 7th most common language in the world.
 - ✚ Behind Mandarin, English, Spanish, Hindi-Urdu, Arabic, Bengali
 - ✚ More than Russian, Japanese, German, Vietnamese, French, Korean, Italian



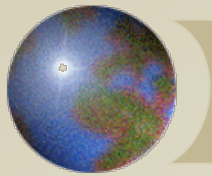
Language – Brazil Examples

- ❖ As a Latin-based language, it is similar to Spanish, but it is not Spanish!
- ❖ Native speakers of Portuguese understand quite a bit of Spanish. Native speakers of Spanish understand less of Portuguese
- ❖ Brazilians don't expect Americans to be able to speak Portuguese, and are pleasantly surprised when they do. Even a small effort is appreciated.



Language – Brazil Examples

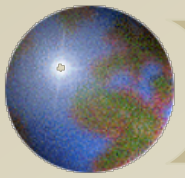
- ✚ Similar to Spanish, but not really
- ✚ Portuguese: cabeça, braço, perna, pé, mão, olhos, nariz, boca, orelhas
- ✚ Spanish: cabeza, brazo, pierna, pie, mano, ojos, nariz, boca, orejas
- ✚ Portuguese: No livro da escola tem a foto da lua.
- ✚ Spanish: En el libro de la escuela tiene la foto de la luna.



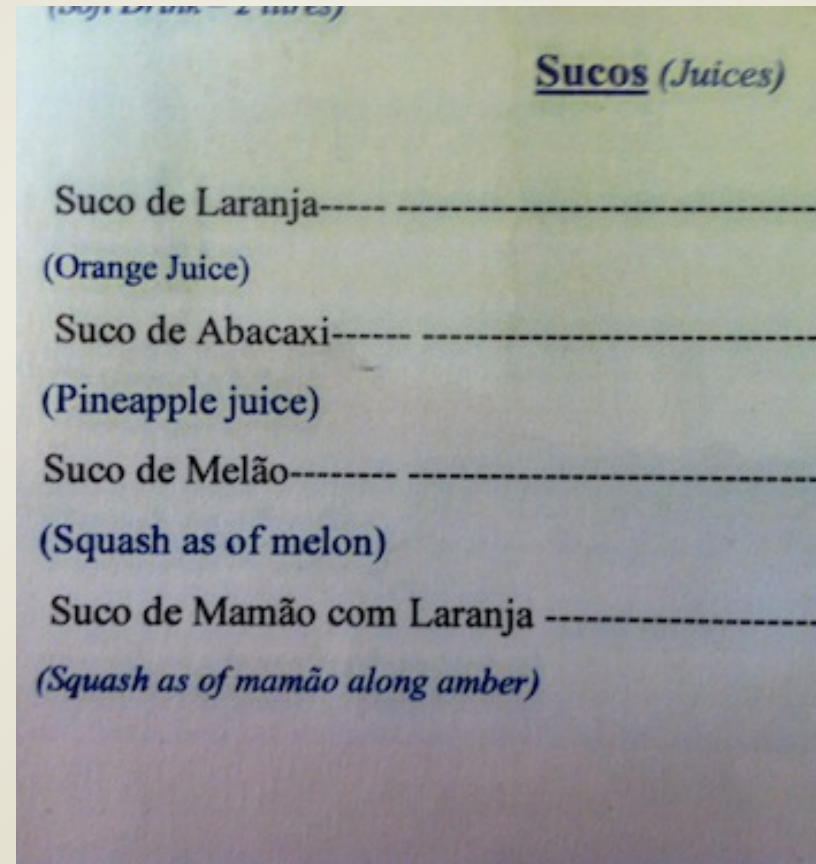
Language – Brazil Examples

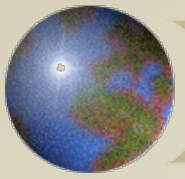
✚ Words you gotta know

- ✚ Oi (hello), Tchau (goodbye)
- ✚ Tudo bem? (Is all well?) Tudo bem. (All is well)
- ✚ Sim (Yes) Não (No)
- ✚ Prazer (It's a pleasure)
- ✚ Por favor (please) Obrigado/a (thank you)
- ✚ Bom dia (good morning), Boa tarde (good afternoon), Boa noite (good evening, good night)
- ✚ Jeito, jeitinho, dar um jeito (style, finagle)
- ✚ É. (It is, yea)



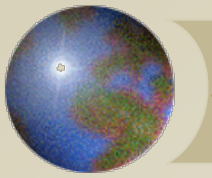
Language— Brazil Examples





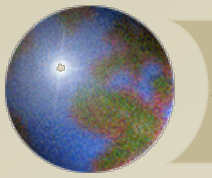
Language— Brazil Examples





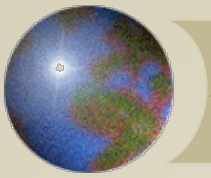
Language— Brazil Examples





Language— Brazil Examples

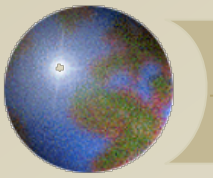




Environment

✚ 1. Physical Traits

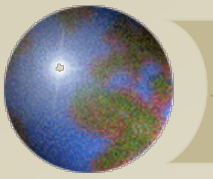
- Size (e.g., Japanese pharmaceutical data)
- Workplace (e.g., safety vs. full employment)
- Surroundings (e.g., beds, chairs, lights, desks, offices, cubicles, phones)



Environment, cont.

✚ 2. Physical Characteristics

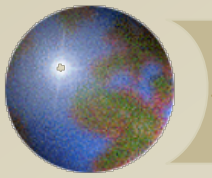
- Climate (e.g., A little dizzy in Peru)
- Topography (e.g., Hawaii, you can't get there from here)
- Population Size (e.g., US, why go international?)
- Population Density and Space Usage (e.g., Japan parking & baby powder)
- Availability of Natural Resources (e.g., “there's plenty more where that came from)



Environment, cont.

✚ 3. Perception of Technology

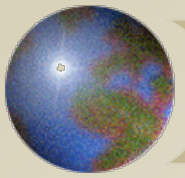
- Control (e.g., U.S. Why does Phoenix exist?)
- Subjugation (e.g., Muslim countries and will of Allah)
- Harmony (e.g., members view themselves as part of their environment)



Environment – Brazil Examples

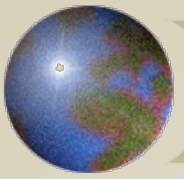
✚ Population Density

- ▣ 200 million (US=310 million)
- ▣ 5th most populated country in the world
- ▣ Urbanization: 86% (US=82%)
- ▣ Urban Population growth per year: 1.4% (US=1.3%)



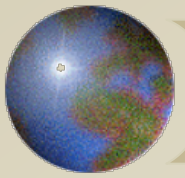
Environment – Brazil Examples





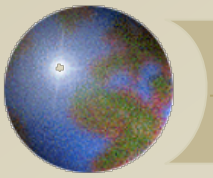
Environment – Brazil Examples



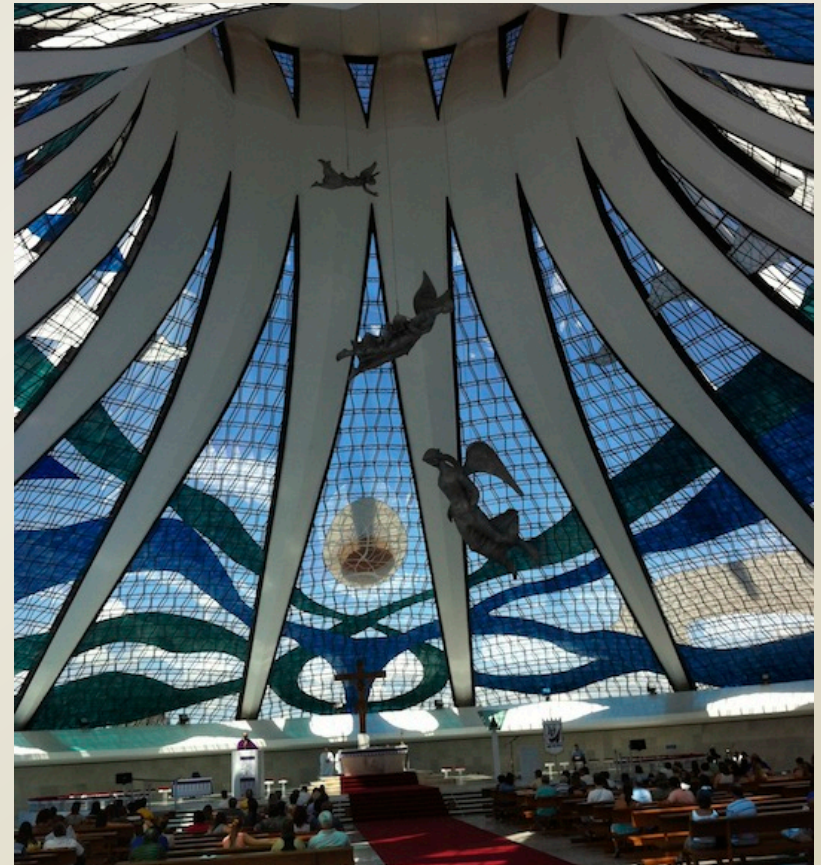


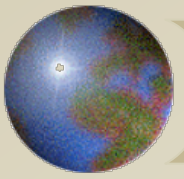
Environment – Brazil Examples





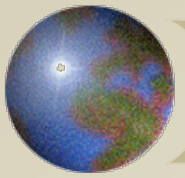
Environment – Brazil Examples





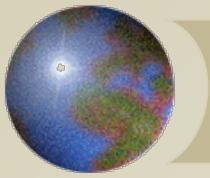
Environment – Brazil Examples





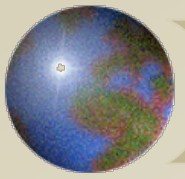
Environment – Brazil Examples





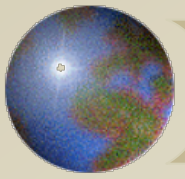
Environment – Brazil Examples





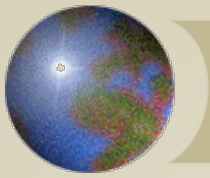
Environment – Brazil Examples



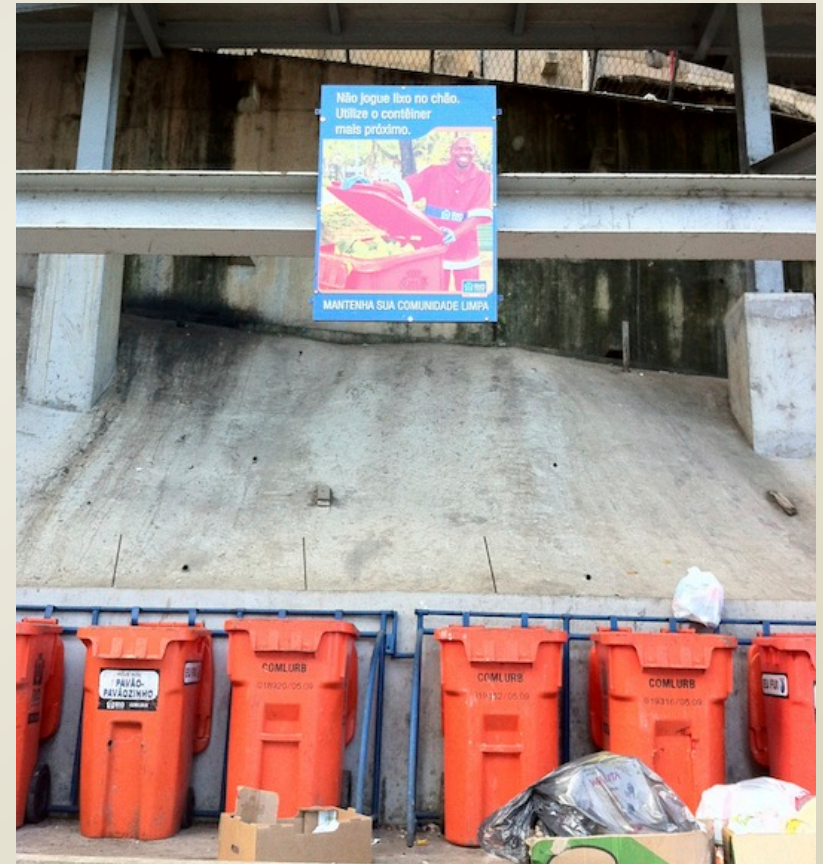


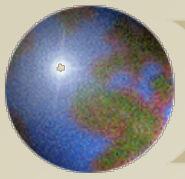
Environment – Brazil Examples





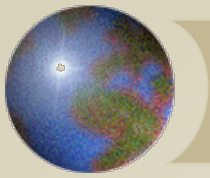
Environment – Brazil Examples





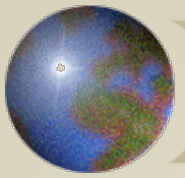
Environment – Brazil Examples





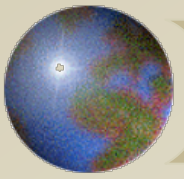
Environment – Brazil Examples



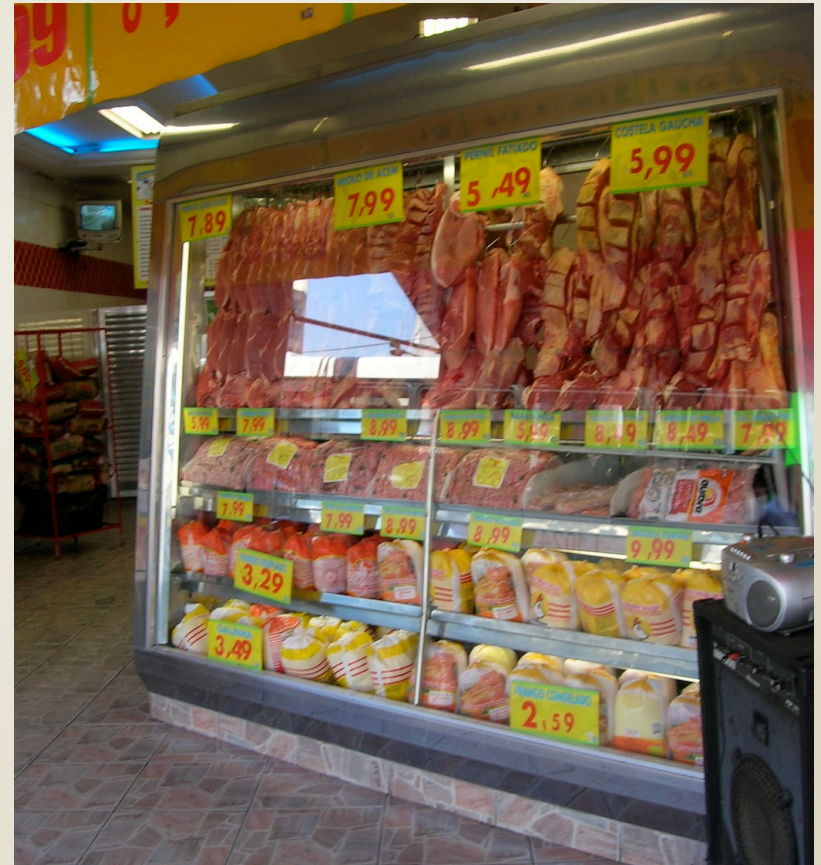


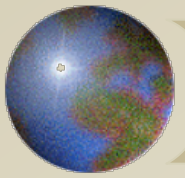
Environment – Brazil Examples





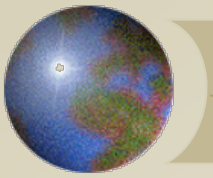
Environment – Brazil Examples





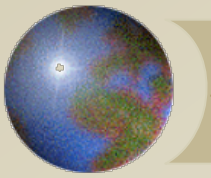
Environment – Brazil Examples





Social Organization

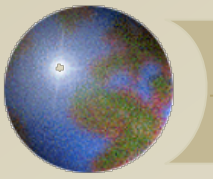
- ✚ 1. Kinship & Family
 - Nuclear vs. Extended Family
 - Nepotism



Social Organization, cont.

✚ 2. Education System

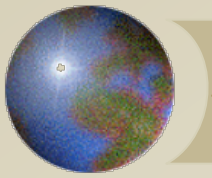
- Literacy (e.g., Gerber baby food in Africa)
- Accessibility (e.g., Mexico TEC system)
- Networks (e.g., France, *grandes écoles*)



Social Organization, cont.

✚ 3. Class System

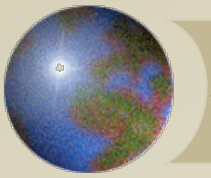
- Achievement vs. Aristocracies



Social Organization, cont.

✚ 4. Gender Roles

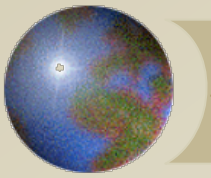
- Collegial Interaction, Attempt to Ignore Gender Stereotypes
- Collegial Interaction, Attempt to Cultivate Gender Stereotypes
- Non-collegial or Absent Interaction



Social Organization, cont.

✚ 5. Individualism & Collectivism

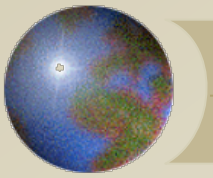
- Epcot Center U.S. Pavilion: Individualism, Self-reliance, Independence, Freedom
- Japan: “The nail that stands up will be hammered down.”



Social Organization, cont.

✚ 6. Religion

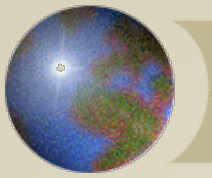
- Theological Values (e.g., protestant work ethic)
- Day-to-Day Behavior (e.g., alcohol, prayers, etc.)
- Group Membership



Social Organization, cont.

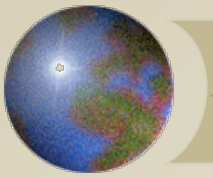
✚ 7. Occupational Institutions

- Mechanistic Attitude (e.g., amount and quality of labor)
- Humanistic Attitude (e.g., membership in a sort of family)



Social Organization, cont.

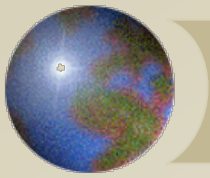
- ✚ 8. Mobility & Geography Attachment
 - High Mobility (e.g., U.S. job opportunities)
 - Static Mobility
 - Phasic Mobility



Social Organization, cont.

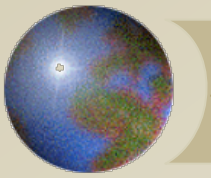
✚ 9. Recreational Institutions

- Free Time (e.g., Japan = 6 hours, U.S. = 24 hours, U.K. = 41 hours)
- Vacations
- Sports



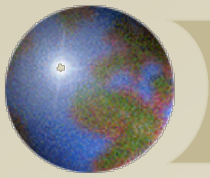
Social Organization – Brazil





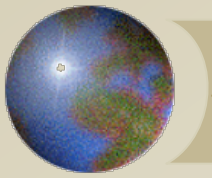
Social Organization – Brazil





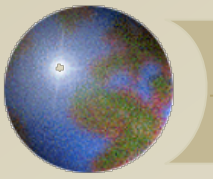
Social Organization – Brazil





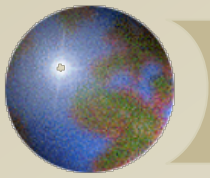
Social Organization – Brazil





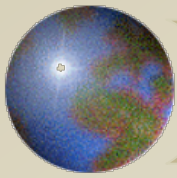
Social Organization – Brazil





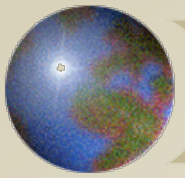
Social Organization – Brazil





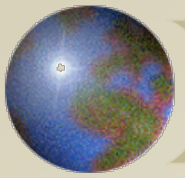
Social Organization – Brazil





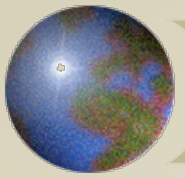
Social Organization – Brazil





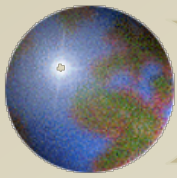
Social Organization – Brazil





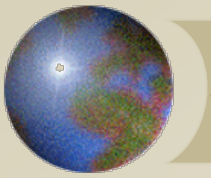
Social Organization – Brazil





Social Organization – Brazil

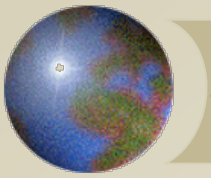




Context

✚ 1. High Context vs. Low Context

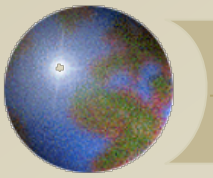
- Emphasis on Personal Relationships
- Belief in Explicit Communication, Laws, Contracts
 - Written words
 - Adherence to law
 - Governance of interpersonal behavior
 - Agreements based on promises
 - Agreements based on written word



Context, cont.

✚ 1. High Context vs. Low Context

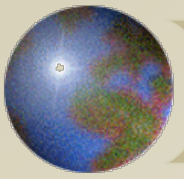
- Reliance on Verbal Communication
 - Reliance on words to communicate
 - Reliance on nonverbal communication
 - View of silence
 - Attention to detail
 - Attention to intent
 - Direct/Indirect communication approach
 - Literalness
- Uncertainty Avoidance Variations



Context, cont.

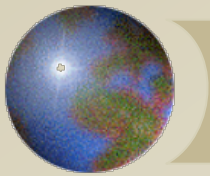
✚ 1. High Context vs. Low Context

- Face-Saving
 - Act of preserving one's prestige or outward dignity
 - Politeness Strategy
 - Indirectness = civility
 - Low verbal self-disclosure
 - High tolerance to vagueness



Context— Brazil Examples





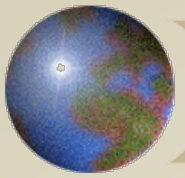
Context— Brazil Examples

Faça um grande gesto: dê passagem para quem sai do trem.

Um simples gesto faz uma grande diferença. O Metrô é feito de milhões de pessoas, milhões de gestos. Dê o seu melhor e ajude a construir o Metrô que você quer.

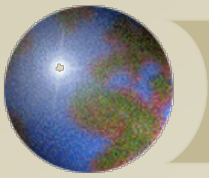
Faça um grande gesto: leve mochilas e sacolas na mão.

Um simples gesto faz uma grande diferença. O Metrô é feito de milhões de pessoas, milhões de gestos. Dê o seu melhor e ajude a construir o Metrô que você quer.



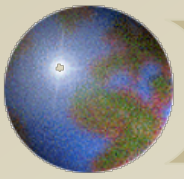
Context— Brazil Examples





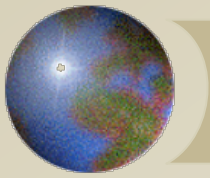
Context— Brazil Examples





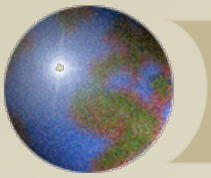
Context— Brazil Examples





Context— Brazil Examples

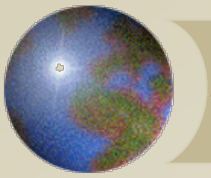




Authority

✚ 1. Authority Defined

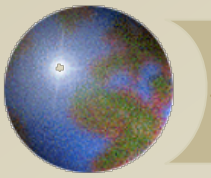
- Power = Substantive Action
- Leadership Style = Symbolic Action



Authority, cont.

✚ 2. Power

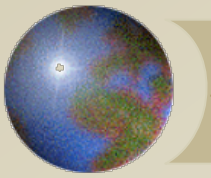
- Independent of the person holding it (i.e., transferable)
- Resting in individual rather than in the office held (i.e., non-transferable)
- Decision Making vs. Status
- Use of titles



Authority, cont.

✚ 3. Power Distance

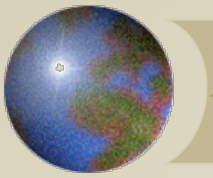
- Extent to which boss and subordinate can influence one another



Authority, cont.

✚ 4. Leadership Style

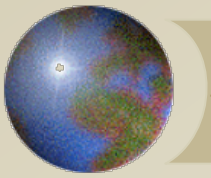
- What leaders do vs. how they are perceived (e.g., Mark Cuban)



Authority, cont.

✚ 5. Suggestions

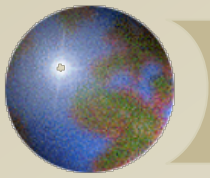
- Pay attention to how others react to shows of power
- For High Power Distance cultures, give clear orders
- For High Power Distance cultures, do not demand participative feedback
- For Low Power Distance cultures, expect desire to hear opinions of subordinates
- For Low Power Distance cultures, participation in decision making does not diminish power



Authority, Brazil Examples

✚ 6. Brazilian Politics

- From authoritarian military regime to re-democratization.
- Fernando Enrique Cardoso (PSDB) - 1995 – 2003
 - Plano Real
- Luiz Inácio Lula da Silva (PT) – 2003 – 2011
 - Bolsa Família, Fome Zero
- Dilma Rousseff (PDT to PT) – 2011 – current
- PT vs PSDB
- <http://www.youtube.com/watch?v=w68rrsWNHyc>



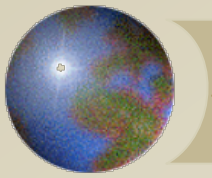
Authority, Brazil Examples.

7. Protests 2013

- Political Climate: 65%
- Public Transportation: 54%
- Health Policy: 37%
- World Cup Expenses: 31%
- Education: 30%
- PEC 37: 12%
- Justice and Public Security: 10%

• Source: IBOPE June 20, 2013



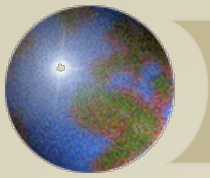


Authority, Brazil Examples.

✚ 8. Malandro

- Streetwise, scoundrel, swindler
- Strategy to gain advantage in a given situation
- Gerson's Law: Gosto de levar vantagem em tudo.
- Aquarela do Brasil: 1942, Walt Disney's Zê Carioca and Donald Duck
- https://www.youtube.com/watch?v=_mQHr8bAojU

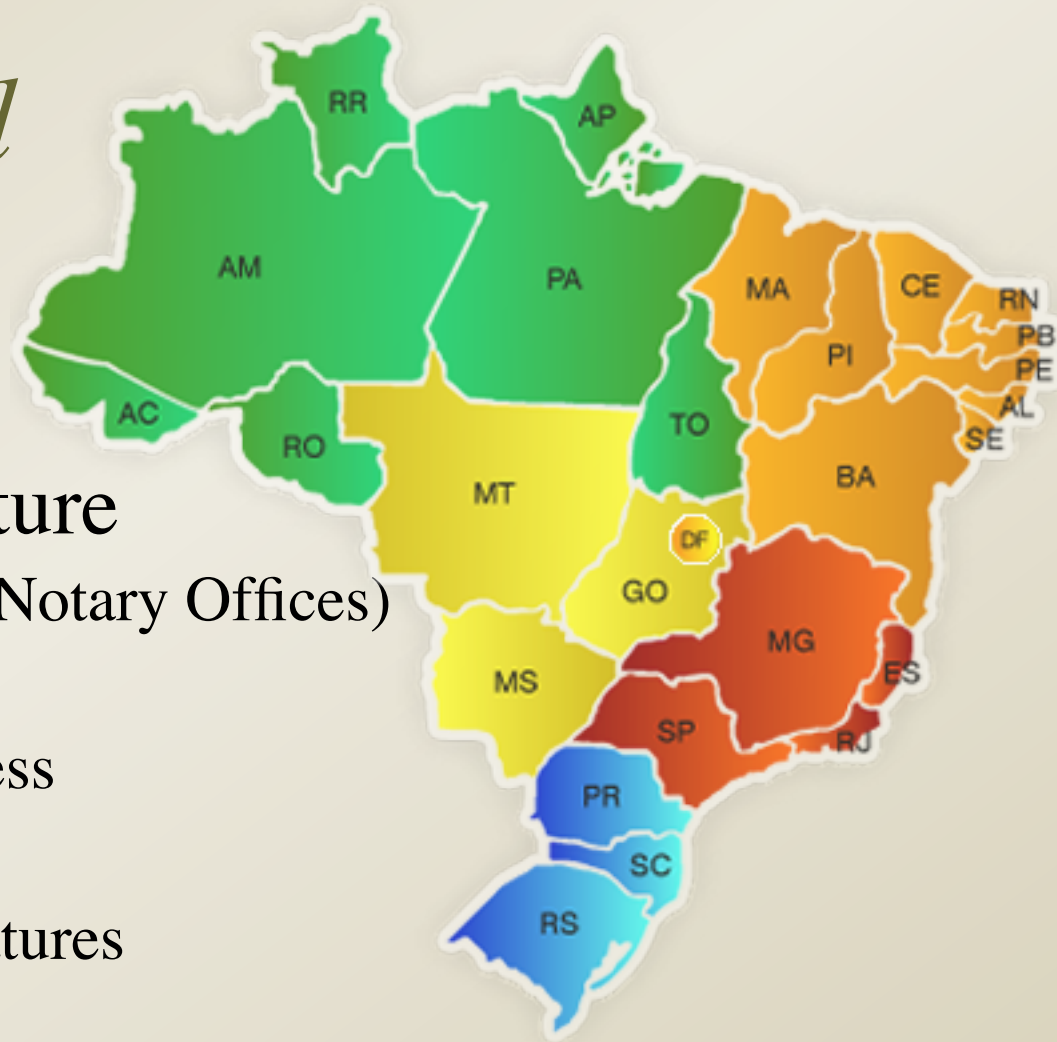


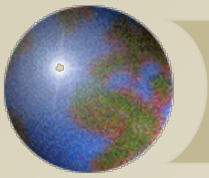


Authority, Brazil Examples.

✚ 9. Bureaucratic Culture

- Cartórios do Brasil (Notary Offices)
- Despachante
- Long and slow process
- Lack of Trust
- Recognition of signatures



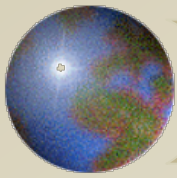


Authority, Brazil Examples.

10. A empregada

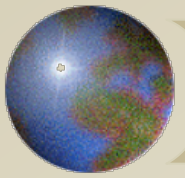


- New Law: Lei das empregadas domésticas
- Keep track live-in maids: pay, taxes on wages, overtime, vacation, benefits, social security
- Result: No longer sleeps at the house, lives with family, watches TV. No need for employee bathroom.
- “Casa Grande” & “Senzala”



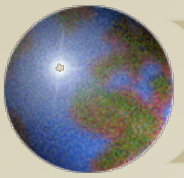
Authority— Brazil Examples





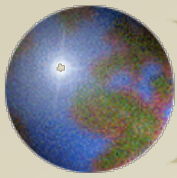
Authority— Brazil Examples





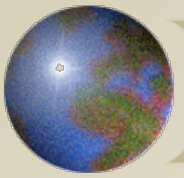
Authority— Brazil Examples





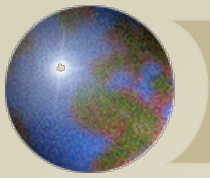
Authority— Brazil Examples





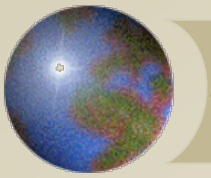
Authority— Brazil Examples





Authority— Brazil Examples

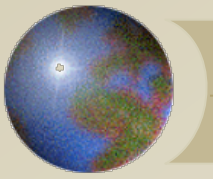




Non-verbal

✚ 1. Active Non-Verbal Communication

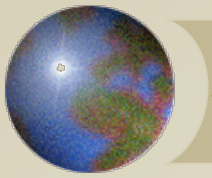
- Kinesics (Personal Idiosyncrasies, Situational, Gender, Cultural)
 - Emblems (e.g., OK sign, Khrushchev's Victory sign)
 - Affect Display (e.g., show of emotion)
 - Regulators (e.g., nodding in Japan vs. U.S.)
 - Adaptors (e.g., scratching, squirming, smiling)



Non-verbal, cont.

✚ 2. Appearance

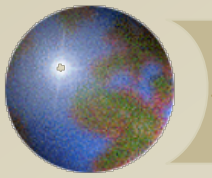
- Dress and Adornment



Non-verbal, cont.

✚ 3. Oculesics

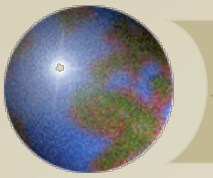
- Eye contact (e.g., attentiveness vs. respect)
- Mutual gaze (e.g., Briton blinking)
- Squinting, winking, fluttering eyelids, eyebrow movement



Non-verbal, cont.

✚ 4. Haptics

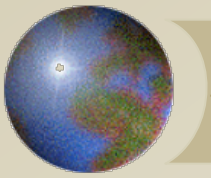
- Functional/Professional
- Social/Polite
- Friendship/Warmth
- Love/Intimacy
- Sexual Arousal



Non-verbal, cont.

✚ 5. Proxemics

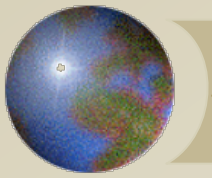
- Public
- Social-consultative
- Casual-personal
- Intimate



Non-verbal, cont.

✚ 6. Paralanguage

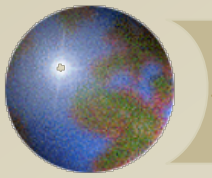
- Voice quality
- Vocalization
- Vocal Qualifiers (e.g., lower voice = respect (Saudi),
= calm strength to uncertainty (U.S))



Non-verbal, cont.

✚ 7. Passive Non-Verbal Communication

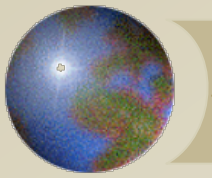
- Color
- Numerals and counting indicators
- Nonkinesic emblems
- Olfactory communication



Non-verbal, Brazil Examples

✚ 8. Race Identity

- Black (Preto – Negro)
- Mulatto
- Moreno
- Brown (Pardo)
- White (Branco)
- Asian
- Indigenous



Non-verbal, Brazil

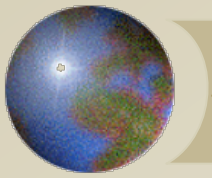
Examples



✿ Neymar – “Have you ever been a victim of racial prejudice?”

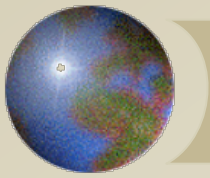
“Nunca. Nem dentro, nem fora do campo. Até porque eu não sou preto, né?”

“Never, Not even on or off the field. In fact, it’s because I am not black, right?”



Non-verbal, Brazil *Examples*

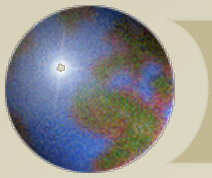




Non-verbal, Brazil Examples

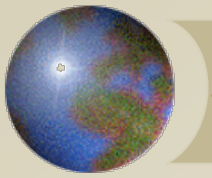
✚ 8. Race Identity

- Semp Toshiba
- http://www.youtube.com/watch?v=7DSbe_FaNbo
- Caixa Econômica Federal – Machado de Assis
- <http://www.youtube.com/watch?v=10P8fZ5I1Wk>
- <http://www.youtube.com/watch?v=FBwJtxCsWyQ>
- Fiat “Rever os conceitos”
- <http://www.youtube.com/watch?v=htOdGQ4mejg>



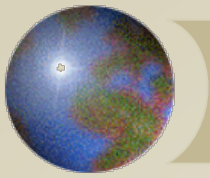
Non Verbal – Brazil Examples





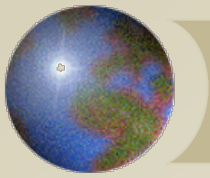
Non Verbal – Brazil Examples





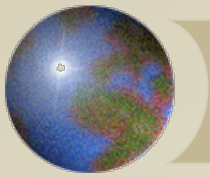
Non Verbal – Brazil Examples





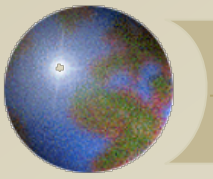
Non Verbal – Brazil Examples





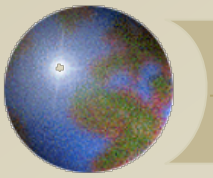
Non Verbal – Brazil Examples





Time

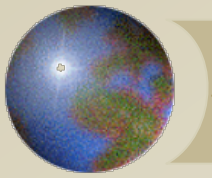
- ✚ 1. Individual Reality of Time (e.g., Time flies when you are having fun.)



Time, cont.

❖ 2. Monochronic

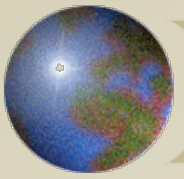
- Interpersonal relations are subordinate to schedule
- Schedule coordinates activity
- One task handled at a time
- Breaks and personal time are sacrosanct
- Time is inflexible
- Work time separate from personal time
- Time measured by output (activity per hour)



Time, cont.

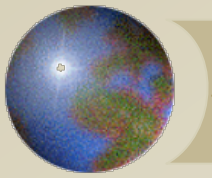
✚ 3. Polychronic Time

- Preset schedule is subordinate to interpersonal relations
- Interpersonal relations coordinate activity
- Many tasks handled simultaneously
- Breaks subordinate to personal ties
- Time is flexible, fluid
- Work time not clearly separate from personal time
- Activities integrated into a whole



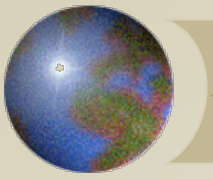
Time – Brazil Examples



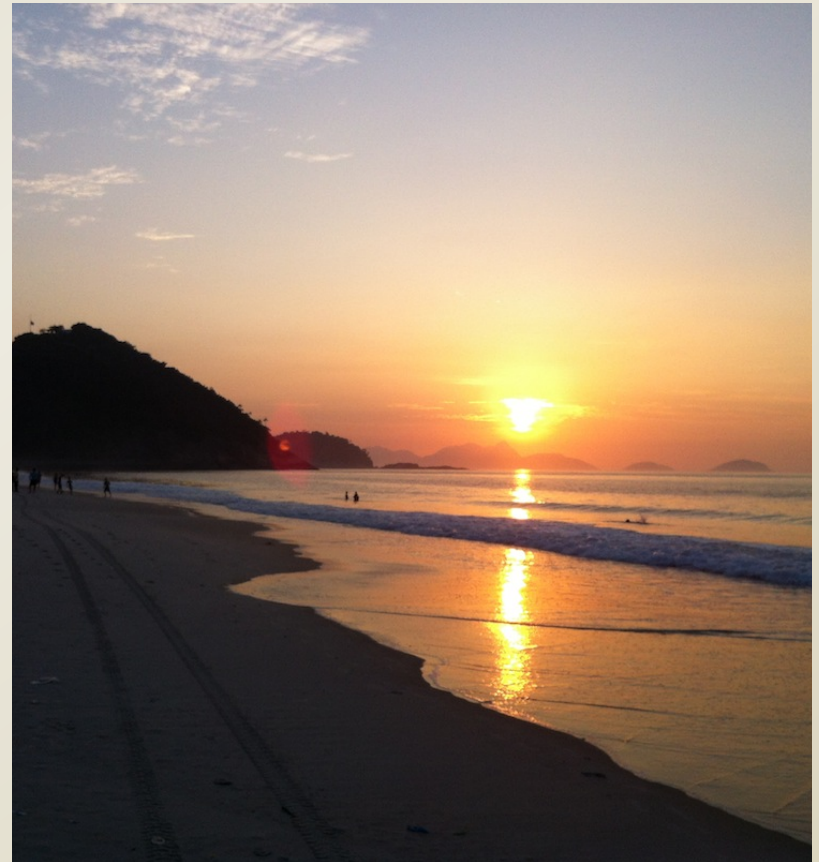


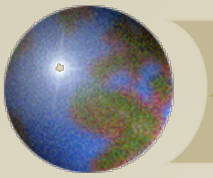
Time – Brazil Examples





Time – Brazil Examples





Reference

- ✚ Victor, David A. 1992. *International Business Communication*. New York, NY: HarperCollins Publishers Inc.