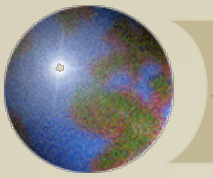


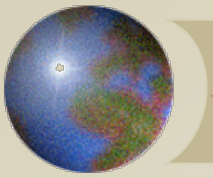
*Overview of David Victor's  
LESCANT Model: Brazil*

Orlando R. Kelm



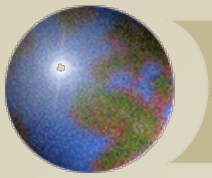
# *LESCANT*

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



# *Language*

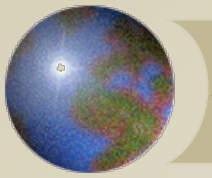
- ❖ 1. Linguistic Ethnocentrism
  - Historical Reasons (e.g., Greek, French)
  - Social Reasons (e.g., English)
  - Political Reasons (e.g., Basque, Catalan, Gaelic)
  - Religious Reasons (e.g., Arabic, Hebrew, Greek, Armenian, Russian)
  - Multiple Factors (e.g., comfort level = best)



# *Language, cont.*

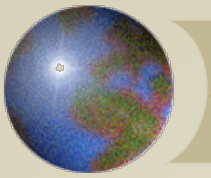
## ✚ 2. Insider-Outsider Relationship

- *Lingua franca*
- Shibboleth



## *Language, cont.*

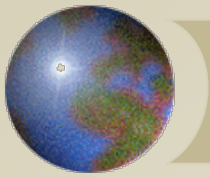
- ❖ 3. Alliances in Linguistically Determined Group Dynamics
  - French in Canada
  - Quechua in Peru
  - Catalan in Spain



# *Language, cont.*

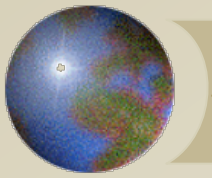
## ✚ 4. Suggestions

- 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*

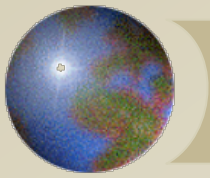
- ✚ 7th most common language in the world.
  - ✚ Behind Mandarin, English, Spanish, Hindi-Urdu, Arabic, Bengali
  - ✚ More than Russian, Japanese, German, Vietnamese, French, Korean, Italian



## *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.

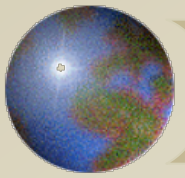




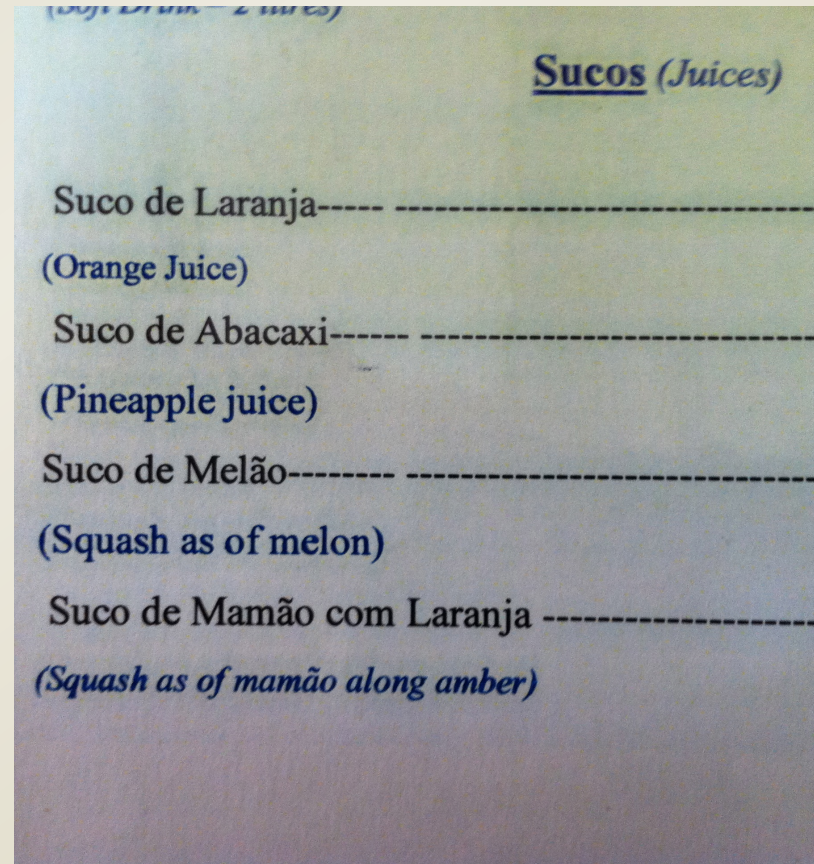
# *Language – Brazil Examples*

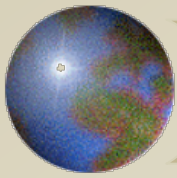
## ✦ Words you gotta know

- ✦ 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)



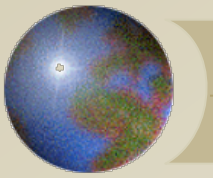
# Language— Brazil Examples





# *Language— Brazil Examples*

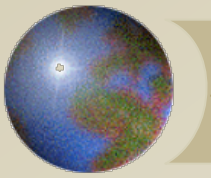




# *Environment*

## ✚ 1. Physical Traits

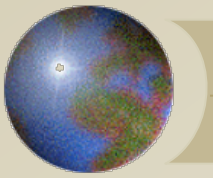
- Size (e.g., Japanese pharmaceutical data)
- Workplace (e.g., safety vs. full employment)
- Surroundings (e.g., beds, chairs, lights, desks, offices, cubicles, phones)



# *Environment, cont.*

## ✚ 2. Physical Characteristics

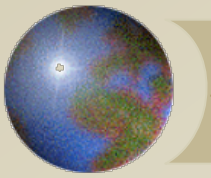
- Climate (e.g., A little dizzy in Peru)
- Topography (e.g., Hawaii, you can't get there from here)
- Population Size (e.g., US, why go international?)
- Population Density and Space Usage (e.g., Japan parking & baby powder)
- Availability of Natural Resources (e.g., "there's plenty more where that came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



## *Environment, cont.*

### ✚ 3. Perception of Technology

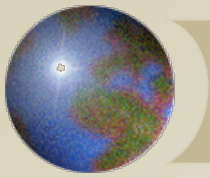
- Control (e.g., U.S. Why does Phoenix exist?)
- Subjugation (e.g., Muslim countries and will of Allah)
- Harmony (e.g., members view themselves as part of their environment)



# *Environment – Brazil Examples*

## ✿ Population Density

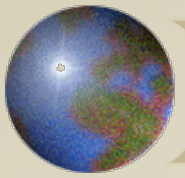
- ✿ 200 million (US=310 million)
- ✿ 5th most populated country in the world
- ✿ Urbanization: 86% (US=82%)
- ✿ Urban Population growth per year: 1.4% (US=1.3%)



# *Environment – Brazil Examples*

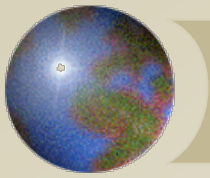






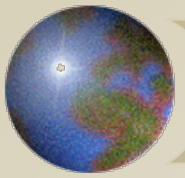
# *Environment – Brazil Examples*





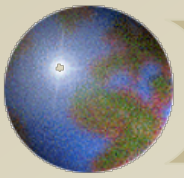
# *Environment – Brazil Examples*





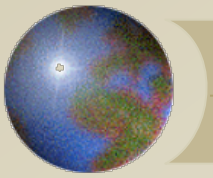
# *Environment – Brazil Examples*





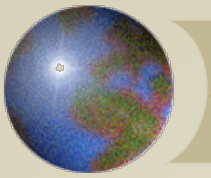
# *Environment – Brazil Examples*





# *Social Organization*

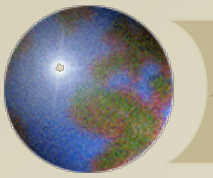
- ✚ 1. Kinship & Family
  - Nuclear vs. Extended Family
  - Nepotism



# *Social Organization, cont.*

## ✚ 2. Education System

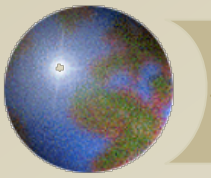
- Literacy (e.g., Gerber baby food in Africa)
- Accessibility (e.g., Mexico TEC system)
- Networks (e.g., France, *grandes écoles*)



# *Social Organization, cont.*

## ✚ 3. Class System

- Achievement vs. Aristocracies

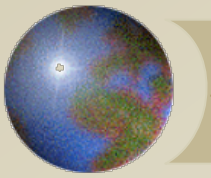


# *Social Organization, cont.*

## ✚ 4. Gender Roles

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

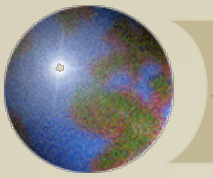




# *Social Organization, cont.*

## ✚ 5. Individualism & Collectivism

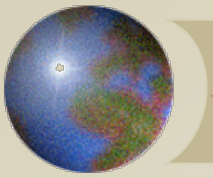
- Epcot Center U.S. Pavilion: Individualism, Self-reliance, Independence, Freedom
- Japan: “The nail that stands up will be hammered down.”



# *Social Organization, cont.*

## ✚ 6. Religion

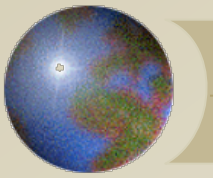
- Theological Values (e.g., protestant work ethic)
- Day-to-Day Behavior (e.g., alcohol, prayers, etc.)
- Group Membership



# *Social Organization, cont.*

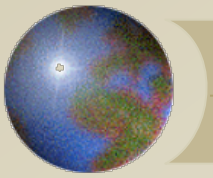
## ✚ 7. Occupational Institutions

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



## *Social Organization, cont.*

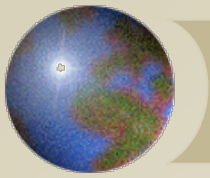
- ✚ 8. Mobility & Geography Attachment
  - High Mobility (e.g., U.S. job opportunities)
  - Static Mobility
  - Phasic Mobility



# *Social Organization, cont.*

## ✚ 9. Recreational Institutions

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



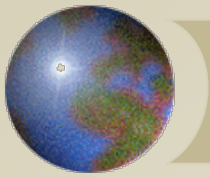
# *Social Organization - Brazil*

**Religion: Catholicism**



**Urban Youth Programs**





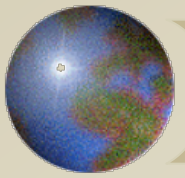
# *Social Organization - Brazil*

## **African Influences**



## **Humanistic Attitudes**





# *Social Organization - Brazil*

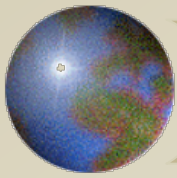
**Value placed on groups**



**Creative Work Strategy**

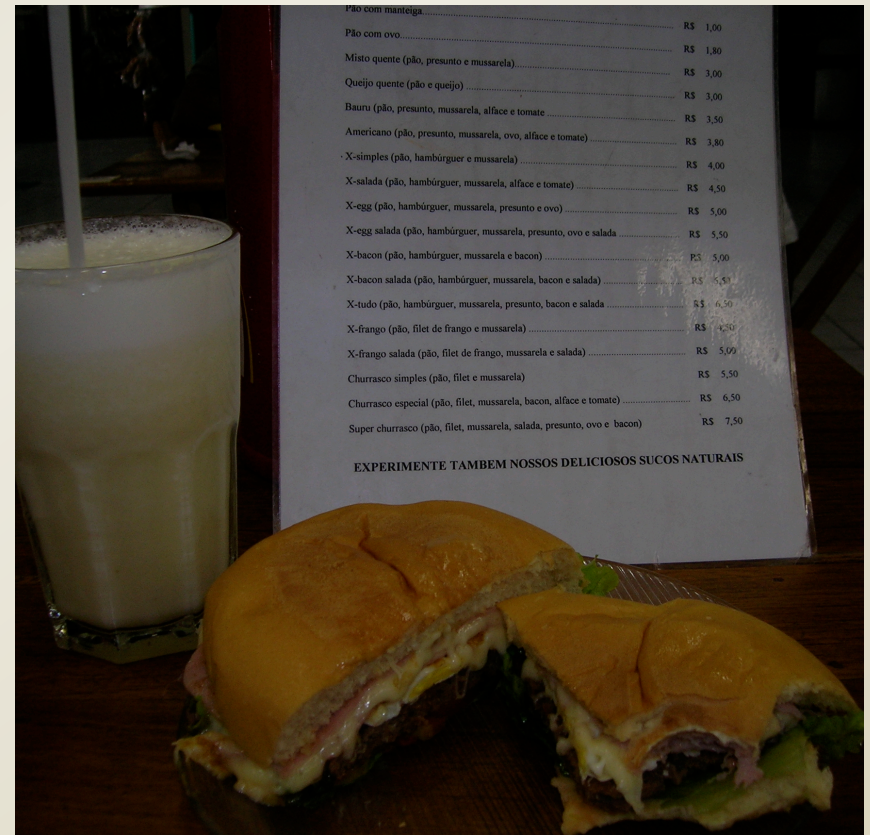


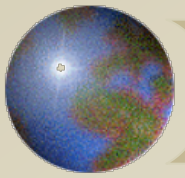




# Social Organization - Brazil

## Multinational Modifications      Competing with Local





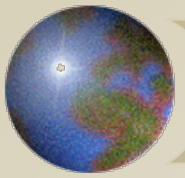
# *Social Organization - Brazil*

## **Minority Populations**



## **Workforce**





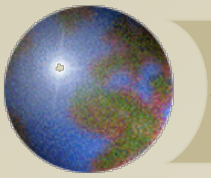
# *Social Organization - Brazil*

## **Futebol – o jogo bonito**



## **Collectivism**

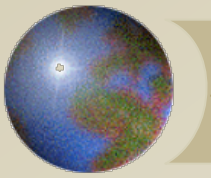




# *Context*

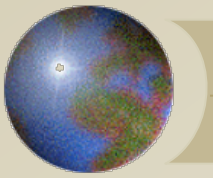
## ✚ 1. High Context vs. Low Context

- 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.*

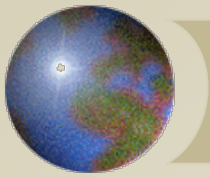
- ❖ 1. High Context vs. Low Context
  - Reliance on Verbal Communication
    - Reliance on words to communicate
    - Reliance on nonverbal communication
    - View of silence
    - Attention to detail
    - Attention to intent
    - Direct/Indirect communication approach
    - Literalness
  - Uncertainty 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



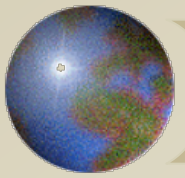
# *High Context - Brazil Examples*

**Just a hint**



**Humor to soften rules**

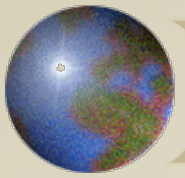




# *High Context – Brazil Examples*

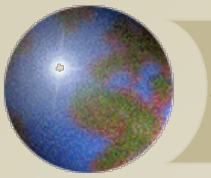






## *High Context – Brazil Examples*

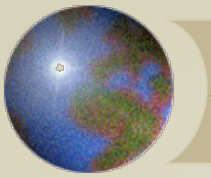




# *Authority*

## ✚ 1. Authority Defined

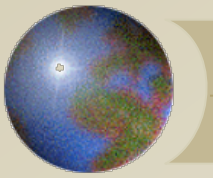
- Power = Substantive Action
- Leadership Style = Symbolic Action



# *Authority, cont.*

## ✚ 2. Power

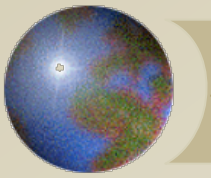
- Independent of the person holding it (i.e., transferable)
- Resting in individual rather than in the office held (i.e., non-transferable)
- Decision Making vs. Status
- Use of titles



## *Authority, cont.*

### ✚ 3. Power Distance

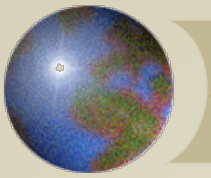
- Extent to which boss and subordinate can influence one another



# *Authority, cont.*

## ✚ 4. Leadership Style

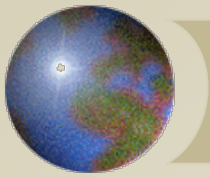
- What leaders do vs. how they are perceived (e.g., Mark Cuban)



## *Authority, cont.*

### ✚ 5. Suggestions

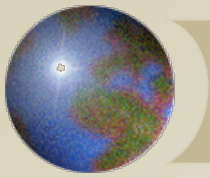
- Pay attention to how others react to shows of power
- For High Power Distance cultures, give clear orders
- For High Power Distance cultures, do not demand participative feedback
- For Low Power Distance cultures, expect desire to hear opinions of subordinates
- For Low Power Distance cultures, participation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

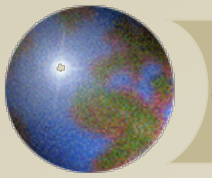
## 7. Protests 2013

- 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





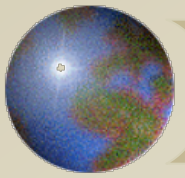


# *Authority, Brazil Examples.*

## ✚ 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](https://www.youtube.com/watch?v=_mQHr8bAojU)

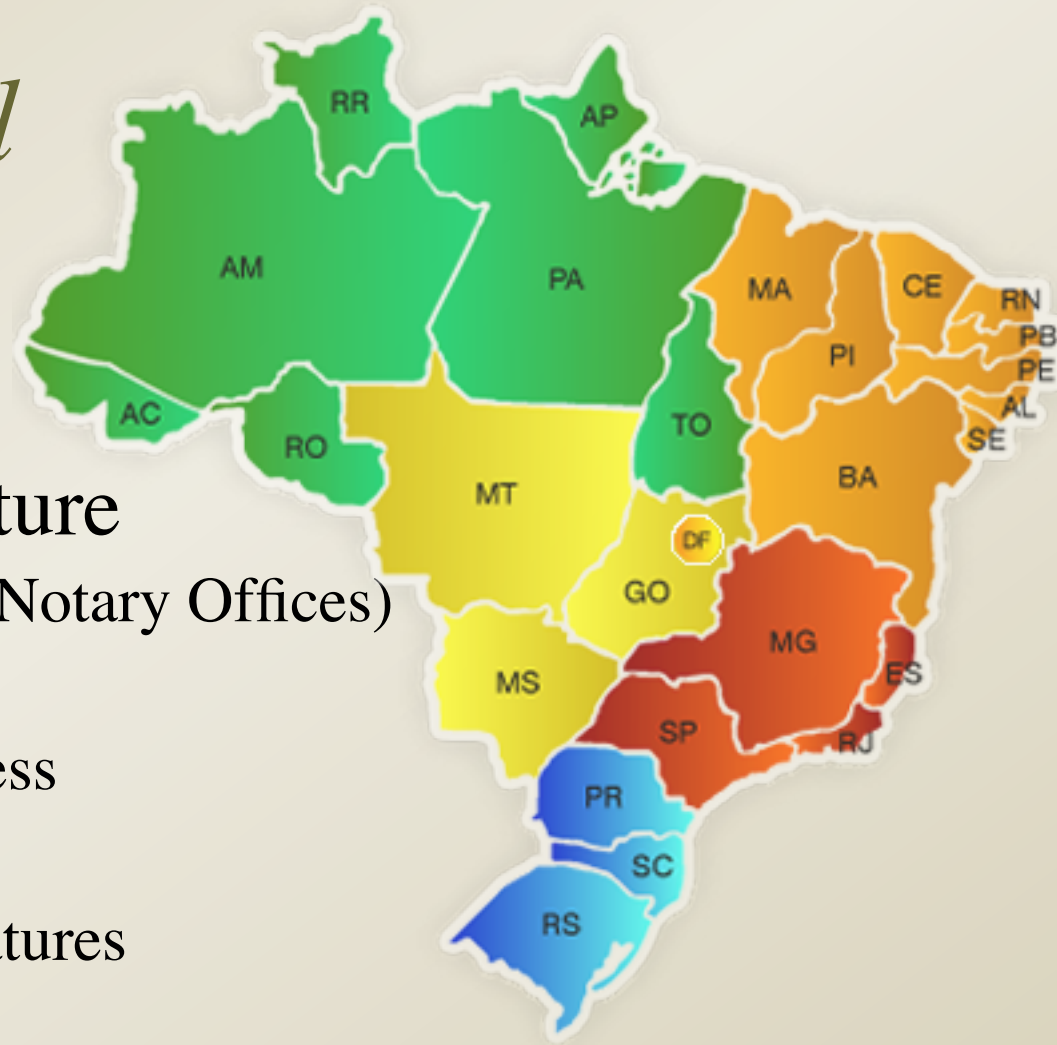


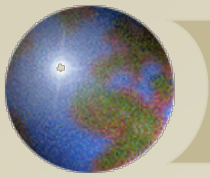


# *Authority, Brazil Examples.*

## 9. Bureaucratic Culture

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



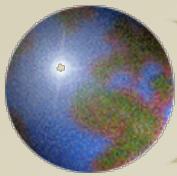


# *Authority, Brazil Examples.*

## ❖ 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”



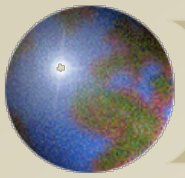
# Authority – Brazil Examples

## Documentation



## Government Intervention





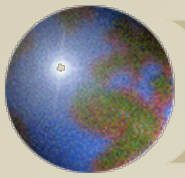
# *Authority – Brazil Examples*

## **A empregada**



## **Doorman, friend or foe**





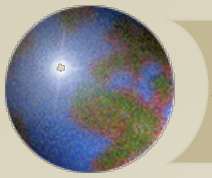
# *Authority – Brazil Examples*

## **Rules and Regulations**



## **Candomblé Pai de Santo**

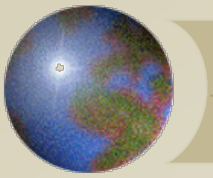




# *Non-verbal*

## ✚ 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)

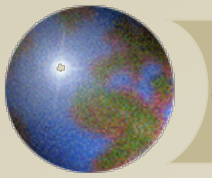


# *Non-verbal, cont.*

## ✚ 2. Appearance

- Dress and Adornment

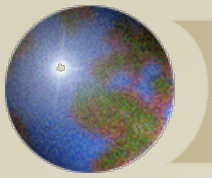




## *Non-verbal, cont.*

### ✚ 3. Oculesics

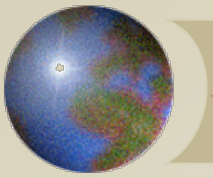
- Eye contact (e.g., attentiveness vs. respect)
- Mutual gaze (e.g., Briton blinking)
- Squinting, winking, fluttering eyelids, eyebrow movement



## *Non-verbal, cont.*

### ✚ 4. Haptics

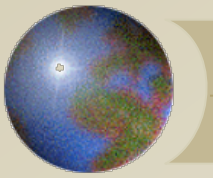
- Functional/Professional
- Social/Polite
- Friendship/Warmth
- Love/Intimacy
- Sexual Arousal



## *Non-verbal, cont.*

### ✚ 5. Proxemics

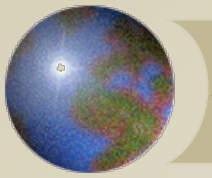
- Public
- Social-consultative
- Casual-personal
- Intimate



## *Non-verbal, cont.*

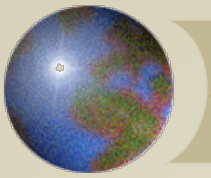
### ✚ 6. Paralanguage

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



## *Non-verbal, cont.*

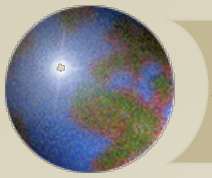
- ✚ 7. Passive Non-Verbal Communication
  - Color
  - Numerals and counting indicators
  - Nonkinesic emblems
  - Olfactory communication



# *Non-verbal, Brazil Examples*

## ✚ 8. Race Identity

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



## *Non-verbal, Brazil*

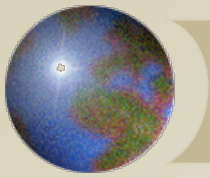
### *Examples*



✚ 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?”

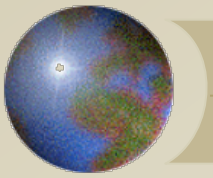


# *Non-verbal, Brazil*

## *Examples*



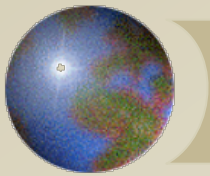




# *Non-verbal, Brazil Examples*

## ✚ 8. Race Identity

- Semp Toshiba
- [http://www.youtube.com/watch?v=7DSbe\\_FaNbo](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>



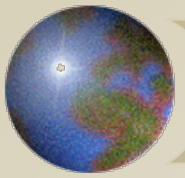
# *Non-Verbal – Brazil Examples*

## **Beijinho**



## **Abraço**





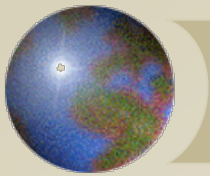
# *Non-Verbal – Brazil Examples*

## **Public Affection**



## **Importance of beaches**





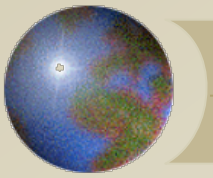
# Non-Verbal – Brazil Examples

## Elevator



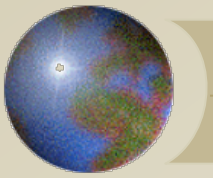
## Hygiene





# *Time*

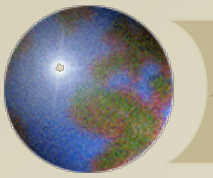
- ❖ 1. Individual Reality of Time (e.g., Time flies when you are having fun.)



## *Time, cont.*

### ❖ 2. Monochronic

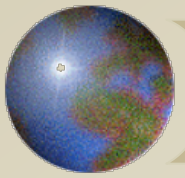
- Interpersonal relations are subordinate to schedule
- Schedule coordinates activity
- One task handled at a time
- Breaks and personal time are sacrosanct
- Time is inflexible
- Work time separate from personal time
- Time measured by output (activity per hour)



## *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*

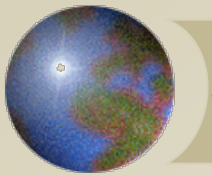
## **Time to Talk**



## **Office Appointments**







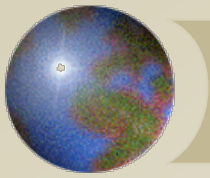
# *Time – Brazil Examples*

**“smell the roses”**



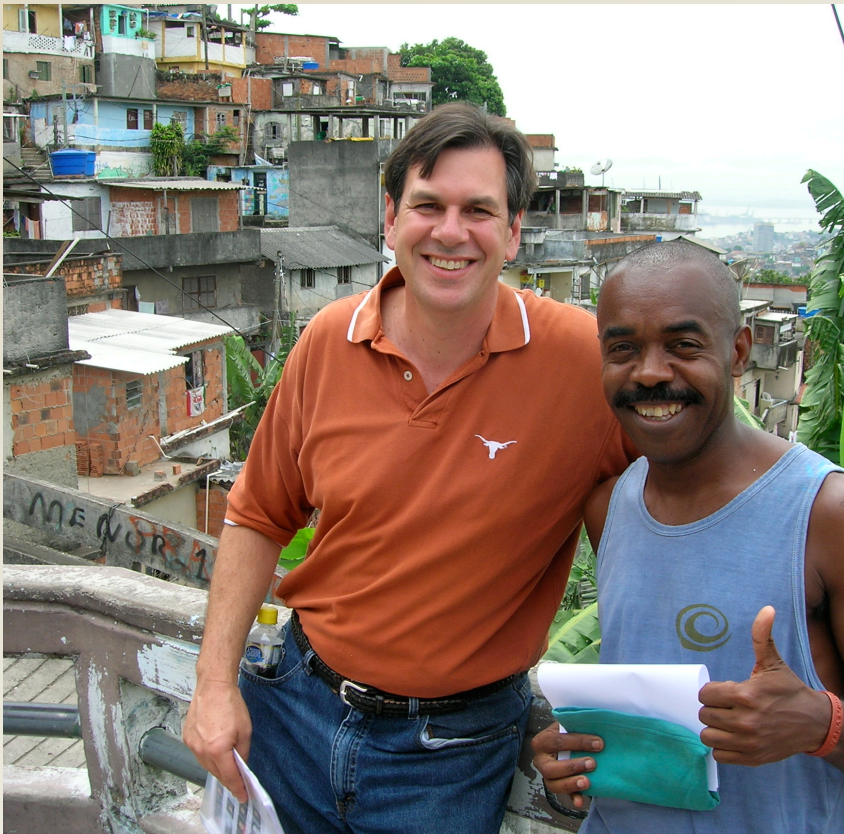
**Lost traditions**





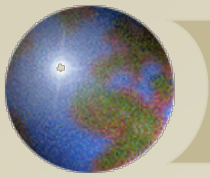
# *Time – Brazil Examples*

## **Business and Pleasure**



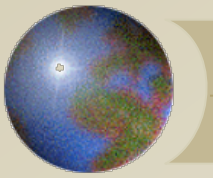
## **Business and Food**





# *Time – Brazil Examples*





## *Reference*

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