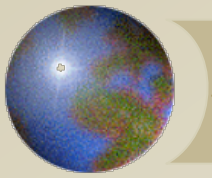


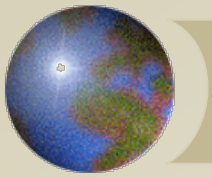
*Overview of David Victor's
LESCANT Model: China*

Orlando R. Kelm



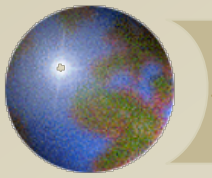
LESCANT

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



Language

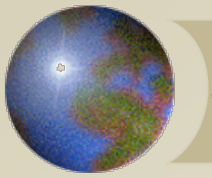
- ❖ 1. Linguistic Ethnocentrism
 - Historical Reasons (e.g., Greek, French)
 - Social Reasons (e.g., English)
 - Political Reasons (e.g., Basque, Catalan, Gaelic)
 - Religious Reasons (e.g., Arabic, Hebrew, Greek, Armenian, Russian)
 - Multiple Factors (e.g., comfort level = best)



Language, cont.

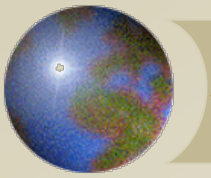
✚ 2. Insider-Outsider Relationship

- *Lingua franca*
- Shibboleth



Language, cont.

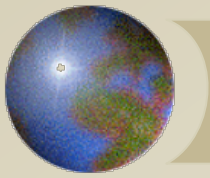
- ❖ 3. Alliances in Linguistically Determined Group Dynamics
 - French in Canada
 - Quechua in Peru
 - Catalan in Spain



Language, cont.

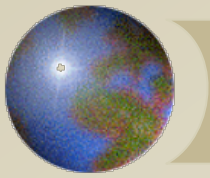
✚ 4. Suggestions

- 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



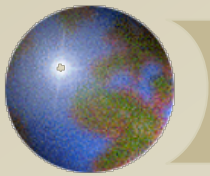
Language – China Examples

- ✦ A language unified in writing, but not in speaking.
 - ✦ Pǔtōnghuà vs. Regional differences in speech
 - ✦ E.g., Mandarin (Beijing), Cantonese, Shanghainese, Taiwanese
 - ✦ Zhōngwén (中文), Hànyǔ (汉语)



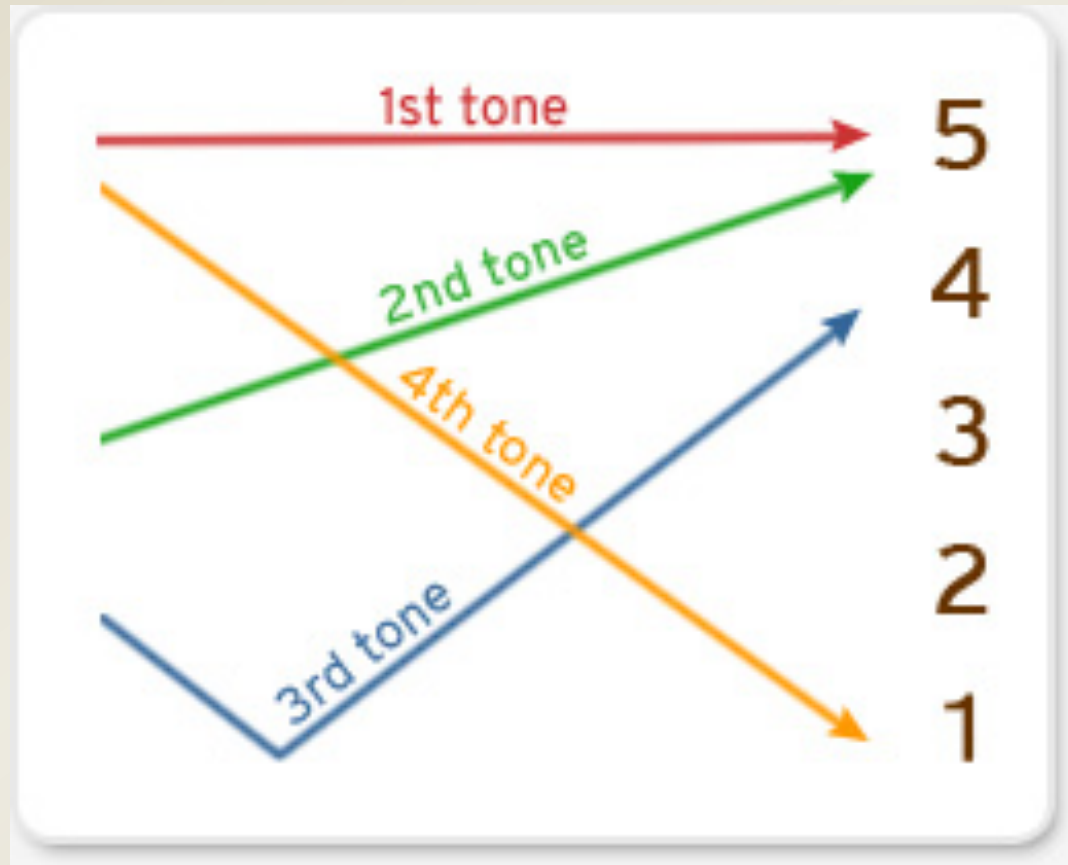
Language – China Examples

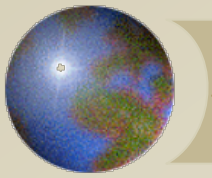
- ✦ Chinese writing
- ✦ Traditional Characters (Hong Kong, Taiwan) – mǎ (嗎), jiàn (見)
- ✦ Simplified Characters (Mainland) – mǎ (马), jiàn (见)
- ✦ Pinyin (Romanization) – mǎ (horse), jiàn (see)



Language – China Examples

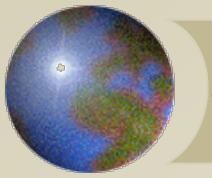
<http://chinesepod.com/tools/pronunciation/section/17>





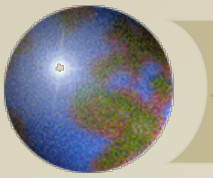
Language – China Examples

- ✦ Four Tones
- ✦ First Tone (high and level)
 - ▣ māo (cat), mā (mom), yū (literal)
- ✦ Second Tone (rising)
 - ▣ máo (dime), méi (have not), má (toad), yú (fish)
- ✦ Third Tone (falling-rising)
 - ▣ měi (beautiful), mǎ (horse), yǔ (rain)
- ✦ Forth Tone (falling)
 - ▣ mào (hat), mèi (sister), mà (scold), yù (jade)



Language – China Examples

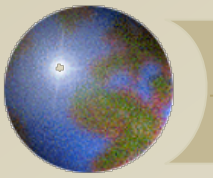
- ✦ Pinyin – romanized but be careful!
- ✦ ji, qi, xi, ju, qu, xu
- ✦ zhi, chi, shi, ri, zhu, chu, shu, ru
- ✦ zi ci, si, zu, cu, su
- ✦ za, ca, sa, zu, cu, su



Environment

✚ 1. Physical Traits

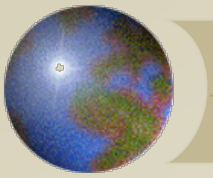
- Size (e.g., Japanese pharmaceutical data)
- Workplace (e.g., safety vs. full employment)
- Surroundings (e.g., beds, chairs, lights, desks, offices, cubicles, phones)



Environment, cont.

✚ 2. Physical Characteristics

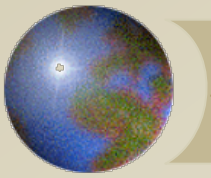
- Climate (e.g., A little dizzy in Peru)
- Topography (e.g., Hawaii, you can't get there from here)
- Population Size (e.g., US, why go international?)
- Population Density and Space Usage (e.g., Japan parking & baby powder)
- Availability of Natural Resources (e.g., “there's plenty more where that came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



Environment, cont.

✚ 3. Perception of Technology

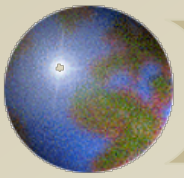
- Control (e.g., U.S. Why does Phoenix exist?)
- Subjugation (e.g., Muslim countries and will of Allah)
- Harmony (e.g., members view themselves as part of their environment)



Environment – China Examples

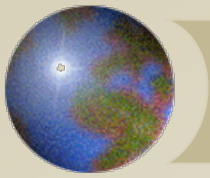
✚ Population Density

- ✚ 1.3 billion people (US=310 million)
- ✚ 1/5 of world's population
- ✚ One child policy
- ✚ Sex ratio
- ✚ Urbanization (43% - US=82%)
- ✚ Arable land (14.8% - US=18%)



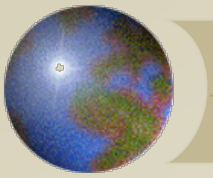
Environment – China Examples





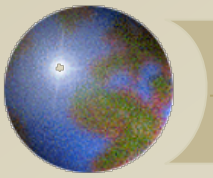
Environment – China Examples





Social Organization

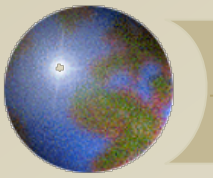
- ✚ 1. Kinship & Family
 - Nuclear vs. Extended Family
 - Nepotism



Social Organization, cont.

✚ 2. Education System

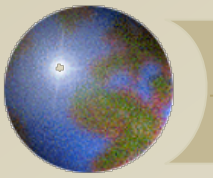
- Literacy (e.g., Gerber baby food in Africa)
- Accessibility (e.g., Mexico TEC system)
- Networks (e.g., France, *grandes écoles*)



Social Organization, cont.

✚ 3. Class System

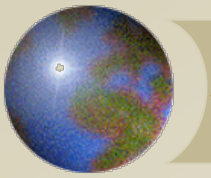
- Achievement vs. Aristocracies



Social Organization, cont.

✚ 4. Gender Roles

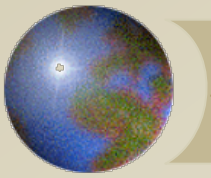
- Collegial Interaction, Attempt to Ignore Gender Stereotypes
- Collegial Interaction, Attempt to Cultivate Gender Stereotypes
- Non-collegial or Absent Interaction



Social Organization, cont.

✚ 5. Individualism & Collectivism

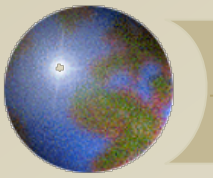
- Epcot Center U.S. Pavilion: Individualism, Self-reliance, Independence, Freedom
- Japan: “The nail that stands up will be hammered down.”



Social Organization, cont.

✚ 6. Religion

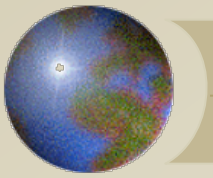
- Theological Values (e.g., protestant work ethic)
- Day-to-Day Behavior (e.g., alcohol, prayers, etc.)
- Group Membership



Social Organization, cont.

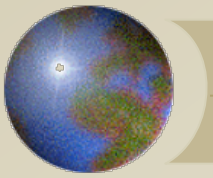
✚ 7. Occupational Institutions

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



Social Organization, cont.

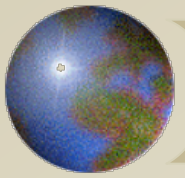
- ✚ 8. Mobility & Geography Attachment
 - High Mobility (e.g., U.S. job opportunities)
 - Static Mobility
 - Phasic Mobility



Social Organization, cont.

✚ 9. Recreational Institutions

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



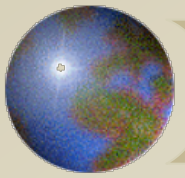
Social Organization - China

Finding a bride



Attention to children





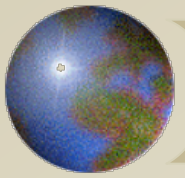
Social Organization - China

Educational System



Minority Groups



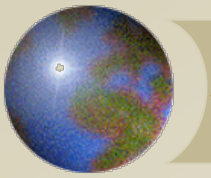


Social Organization - China

Collectivist Society

Bullet Train

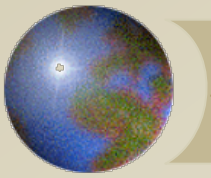




Context

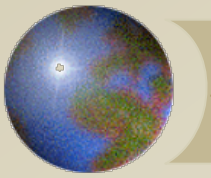
✚ 1. High Context vs. Low Context

- 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.

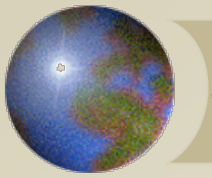
- ❖ 1. High Context vs. Low Context
 - Reliance on Verbal Communication
 - Reliance on words to communicate
 - Reliance on nonverbal communication
 - View of silence
 - Attention to detail
 - Attention to intent
 - Direct/Indirect communication approach
 - Literalness
 - Uncertainty Avoidance Variations



Context, cont.

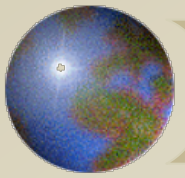
✚ 1. High Context vs. Low Context

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



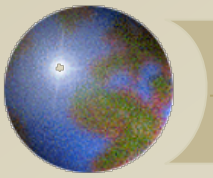
High Context – China Examples





High Context – China Examples

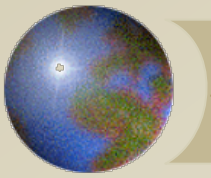




Authority

✚ 1. Authority Defined

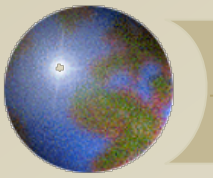
- Power = Substantive Action
- Leadership Style = Symbolic Action



Authority, cont.

✚ 2. Power

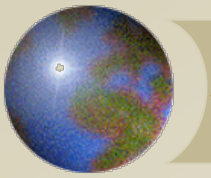
- Independent of the person holding it (i.e., transferable)
- Resting in individual rather than in the office held (i.e., non-transferable)
- Decision Making vs. Status
- Use of titles



Authority, cont.

✚ 3. Power Distance

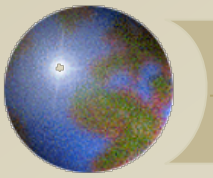
- Extent to which boss and subordinate can influence one another



Authority, cont.

✚ 4. Leadership Style

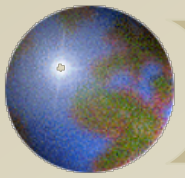
- What leaders do vs. how they are perceived (e.g., Mark Cuban)



Authority, cont.

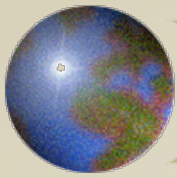
✚ 5. Suggestions

- 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 – China Examples





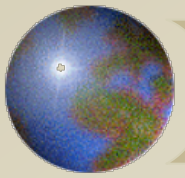
Authority – China Examples

Role of Government



Traffic Flow





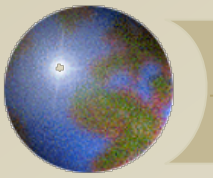
Authority – China examples

Wu mart



BYD Car

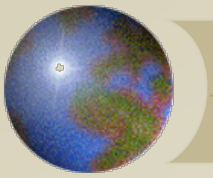




Non-verbal

✚ 1. Active Non-Verbal Communication

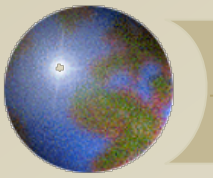
- Kinesics (Personal Idiosyncrasies, Situational, Gender, Cultural)
 - Emblems (e.g., OK sign, Khrushchev's Victory sign)
 - Affect Display (e.g., show of emotion)
 - Regulators (e.g., nodding in Japan vs. U.S.)
 - Adaptors (e.g., scratching, squirming, smiling)



Non-verbal, cont.

✚ 2. Appearance

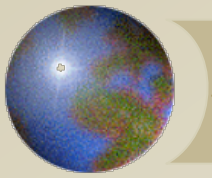
- Dress and Adornment



Non-verbal, cont.

✚ 3. Oculesics

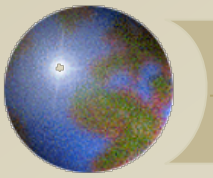
- Eye contact (e.g., attentiveness vs. respect)
- Mutual gaze (e.g., Briton blinking)
- Squinting, winking, fluttering eyelids, eyebrow movement



Non-verbal, cont.

✚ 4. Haptics

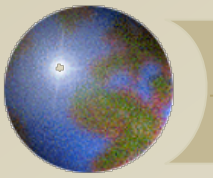
- Functional/Professional
- Social/Polite
- Friendship/Warmth
- Love/Intimacy
- Sexual Arousal



Non-verbal, cont.

✚ 5. Proxemics

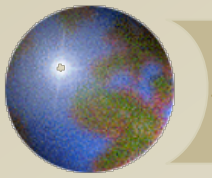
- Public
- Social-consultative
- Casual-personal
- Intimate



Non-verbal, cont.

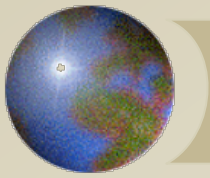
✚ 6. Paralanguage

- 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



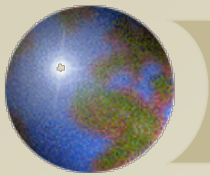
Non-Verbal – China Examples

Avoiding sun



Elderly in Park





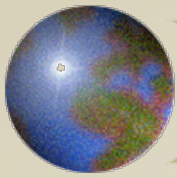
Non-Verbal – China Examples

English Translations



Carrying her purse!



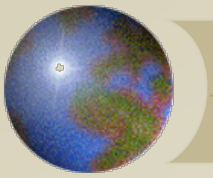


Non-Verbal – China Examples

Squatting

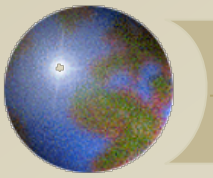
Making food look pretty





Time

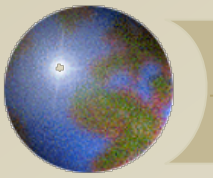
- ❖ 1. Individual Reality of Time (e.g., Time flies when you are having fun.)



Time, cont.

❖ 2. Monochronic

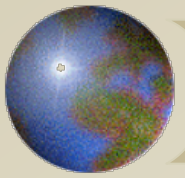
- Interpersonal relations are subordinate to schedule
- Schedule coordinates activity
- One task handled at a time
- Breaks and personal time are sacrosanct
- Time is inflexible
- Work time separate from personal time
- Time measured by output (activity per hour)



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



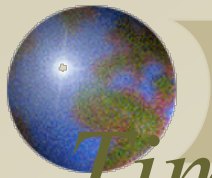
Time – China Examples

Nature's Time Clock



Chinese Gardens





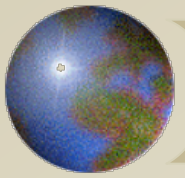
Time – China examples

Xian – Terracotta warriors



Great Wall





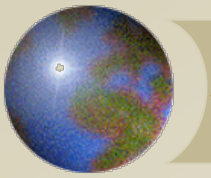
Time – China examples

Imperial Palace



Imperial Garden





Reference

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