Messages are literal. Communication is a way of exchanging information, ideas, and opinions but is not intended to unify (identify or associate) culturally with others. Conversations reflect the occasion, but only one linguistic code is used.

Messages are an art form. They see communication as a form of engaging another person, a unifying cultural activity that may include bilingual code switching (beginning or ending sentences or conversations in two languages).

Long-term interpersonal feedback They avoid interfering with or intervening in others’ lives. They take colleagues’ mood shifts for granted, attributing them to personal problems that should be ignored.

Short-term interpersonal feedback Constant checking on emotional status of others is important for group morale. Though this characteristic is attributed to women, HC people in general are especially attuned to slight mood changes among friends and colleagues.

Disagreement is depersonalized. They withdraw from conflict and get on with the task. They depersonalize disagreement with a “tough it out” rather than “talk it out” approach. They defuse confrontation by quiet separation. (Force means communication breakdown).

Disagreement is personalized. They are sensitive to conflict and criticism expressed by another’s verbal and nonverbal communication. They must resolve conflict before work can progress. They use a “talk it out” approach to defuse confrontation and unpleasantness, especially at work. (Force means communication breakdown).

Low Context LC Interaction

High Context HC Interaction

Low Use of nonverbal signals. Their messages rely more on words than nonverbal cues. Body language is less highly developed with little attempt to synchronize with words.

High use of nonverbal signals. Voice tone, facial expression, gesture, and eye expression all carry significant parts of a conversation. Body language is highly developed and synchronized with words.

Communication is Direct. They appear to be blunt, even rude, in their directness. LC people spell things out exactly and value being specific. Getting to the main point quickly is highly valued.

Communication is indirect. They avoid getting to the main point of discussions quickly and talk around them to avoid being pushy. They embellish discussions and expect others to gather the main ideas from the context provided.

Long-term interpersonal feedback They avoid interfering with or intervening in others’ lives. They take colleagues’ mood shifts for granted, attributing them to personal problems that should be ignored.

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### Context Diversity Matrix

<table>
<thead>
<tr>
<th>Minimal (Low) Context</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>LC Association</strong></td>
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#### Personal commitment to people is low.
Relationships start and end quickly. Many people can be inside one’s circle, but boundaries are blurred. They are often highly committed to their job or career. Written contracts are important.

#### Personal commitment to people is high.
Relationships depend on trust, build slowly, and are stable. They are careful to distinguish who is in their circle. People are deeply involved with each other. They have a strong tendency to build lifetime relationships. Written contracts are less important than bonds of personal trust.

#### Task orientation.
Things get done when everyone follows policies and procedures and pays attention to a goal. Being nice to people is not necessary nor is it as important as completing the job.

#### Process orientation.
Getting things done depends on one’s relationship with people and attention to the group process. Being nice, courteous, and kind to people is more important than completing the job.

#### Success means being recognized.
They seek publicity and to stand out among their peers to “get ahead” in society. They value individualism and may ask for more information about someone’s accomplishments.

#### Success means being unobtrusive.
They seek less attention for their accomplishments. Talking about one’s achievements is considered brash and boastful. They value humility, and LC people as being unassertive may misinterpret such passive behavior.

#### Formal culture is team oriented.
Teams consist of individuals with specific skills who are brought together to work on projects or tasks. Their work may be linked, but it is sequential and compartmentalized (handled off to others).

#### Informal culture is group oriented.
Individuals with general and/or specific skills come together to work as a group to complete projects. Work is interactive, and individuals are not territorial about specific tasks.
Time is a commodity. Time can be spent, saved, or wasted. One’s time is one’s own.

Synchrony is not important and tempo of life is faster. They are less likely to consciously or unconsciously synchronize body movements while interacting with others (kinesics). The pace of life is hurried and individualized; synchronizing with others is not valued.

Culture relative to time is superficial. They perceive culture as something that one can change, put on, or take off. Change means discarding (excluding) old ways for new ones. Because they regard culture as a superficial difference, they have trouble accepting differences in others. They tend to expect others to be willing to reshape their culture.

Time is monochromic (M-Time). They emphasize schedules, compartmentalization, and promptness. They do one thing at a time and may equate time with money and status. Change happens fast.
- They work on a schedule and do one thing at a time. Their intent is to do things quickly and see immediate results.
- They value speed and efficiency in work. The objective for learning and training is “getting up to speed”.
- They concentrate on the job at hand.
- They take deadlines and schedules seriously.
- They adhere religiously to plans.
- They emphasize promptness. Being late sends a message about status or importance.
- They see people who juggle several tasks at once (P-time) as being totally disorganized.

Time is a process. Time is a part of nature; it belongs to everyone.

Synchrony and tempo of life is slower. Body movements while interacting with others are consciously and unconsciously synchronized. The absence of synchrony at work or performing with others may cause stress and tension. The pace of life is slower and synchronization with others is highly valued.

Culture relative to time is ingrained. They perceive culture as an integral part of everyone and everything. Change means incorporating or adopting (including) new ways with old ones. Because they regard culture as ingrained, they are receptive to what is different in others, and they seldom expect others to reshape their culture.

Time is polychromic (P-Time). They emphasize people and completion of transactions. They do many things at once (multiple tasking) and do not equate time with money or status. Change happens slowly.
- Because life has its own flow, they are reluctant to schedule time, cognizant that people’s needs may interfere with keeping to a schedule.
- They value accuracy and completion of a job. How well something is learned is more important than how soon or how fast.
- They are highly distractible and subject to interruptions at work.
- They regard deadlines and schedules as goals to be achieved if possible.
- They change plans often and easily.
- They value promptness if they know it is important to the relationship. Being late does not send a message.
- They perceive people who work in sequence as obsessive. Working collegially is more important than achieving working goals.
Space has more boundaries. LC people need more social distance for interaction with little if any touching or contact during conversation. Personal space is compartmentalized, more individualized, and private.

Space is more communal. HC people are more comfortable interacting within close social distances, and constant nonintimate touching during conversation is normal. Personal space is shared, and involvement with others is encouraged.

Privacy is more important. They are concerned about not disturbing others and following social rules of privacy and consideration.

Privacy is less important. HC people are involved with those who are closely related (family, friends, close business associates) and have few concerns about privacy.

Personal property is shared less. LC people tend to show great respect for private property. They seldom or reluctantly borrow or lend things.

Personal property is shared more. They respect private property but tend to borrow and lend things often and easily. My home is your home.

Information does not flow freely. Data are highly focused and compartmentalized. They make relatively low use of personal information networks.

Information spreads rapidly. It moves as if it has a life of its own. They make relatively significant use of multiple personal information networks.

Information can be separated from context. They can separate the two, an artifact primarily of Western analytical science.

Information without context is meaningless. They prefer information in context; otherwise, it is unreliable.
# Context Diversity Matrix

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</tr>
<tr>
<td>Knowledge is obtained by logical reasoning. A rational step-by-step model of scientific analysis yields information. Reality is elemental, fragmented, compartmentalized and thus easier to isolate for analysis.</td>
<td>Knowledge is obtained by a gestalt model. Facts are perceived as complete units (gestalts) embedded in the context of situations or experiences; they can be recalled as wholes, and they are not easily separated for analysis. Things are interconnected, synthesized, and global.</td>
</tr>
<tr>
<td>Analytical thinking is important. They prefer an inductive reasoning process, to go from the specific to the general. They focus on compiling details. They have difficulty translating their thinking process into symbols so that comprehensive thinkers can easily understand it.</td>
<td>Comprehensive thinking is important. They prefer deductive reasoning, to go from general to specific. They use expanded thinking (“big picture” actions, ideas, and/or complex forms). They have few problems translating their thinking processes symbolically (nonverbally) for others to understand.</td>
</tr>
<tr>
<td>They learn best by following directions. They assemble or combine facts according to rules they memorize. Things are spelled out with explicit explanations even in an apprenticeship model. Theoretical and philosophical problems are treated as real.</td>
<td>They learn best by demonstration. They learn by hands-on methods: observing and mimicking others, practicing it mentally and physically, demonstrating it to others, and by apprenticeship. Real life problems are as important as theoretical and philosophical ones.</td>
</tr>
<tr>
<td>Learning is oriented toward individuals. They prefer to approach tasks and learning individually. They tend to work and learn apart from others. Teamwork means individuals are assigned tasks to accomplish.</td>
<td>Learning is group oriented. They prefer to work in groups to learn and solve problems. Some groups prefer constant talking (interacting) in close proximity when working or learning.</td>
</tr>
<tr>
<td>Creative learning process is externalized. They prefer to learn or create complex knowledge like mathematics externally—with the aid of pens, paper, books, computers, and so on. The learning process is highly visible and accessible for others to evaluate and correct. Externalized creative processes help to speed up change, but they are slower and less productive than internalized processes.</td>
<td>Creative learning process is internalized. They may be capable of learning or creating complex knowledge like mathematics or music in their heads rather than by using learning extensions like pen and paper. The creative learning process is comprehensive, and integrating complex ideas can happen all at once. Internalized creative processes are less visible for others to evaluate and correct, but they are much faster and more productive than externalized process.</td>
</tr>
</tbody>
</table>
They may favor traditional scientific fields that tend to conduct analysis with methods that often eliminate context (separate information from context). Research analysis usually deals with large numbers of quantitative and easily measured variables; results are more deterministic and context is less important. New research projects are directed toward strongly projected predetermined outcomes.

HC disciplines.
They may favor disciplines that are more directly involved with contextual thinking and research about livings systems and people. Research analysis is more qualitative and probabilistic and requires attention to variables in which cultural context is important. New research projects are clear about the direction and methods of analysis, but projected outcomes are less predetermined and more open-ended and flexible.