

УДК 802.0:316.647.8

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КУЛЬТУРНЫЕ ОСНОВЫ ДЕЛОВОЙ КОММУНИКАЦИИ

Данное исследование посвящено проблеме влияния базисной культуры индивида на процесс коммуникации в международной бизнес среде. Вопрос актуален, так как сегодня уже невозможно представить себе успешную компанию без тесных международных связей. Но наряду с огромными перспективами, которые обещает сотрудничество с зарубежными партнерами, существуют и достаточно серьезные проблемы, возникающие вследствие непонимания или неверной интерпретации поведения собеседника, которое в свою очередь базируется на системе его культурных ценностей. В работе обозначены основные различия в системе ценностей индивидов той или иной культуры, которые в большинстве случаев могут стать барьером на пути к успешному сотрудничеству сторон.

We all communicate with others all the time - in our homes, in our workplaces, in the groups we belong to and in the community. No matter how well we think we understand each other, communication is hard. Our culture influences how we approach problems, and how we participate in groups and in communities. When we participate in groups we are often surprised at how differently people approach their work together. As people from different cultural groups take on the exciting challenge of working together, cultural values sometimes conflict. We can misunderstand each other, and react in the ways that can hinder what are otherwise promising partnerships. Oftentimes, we aren't aware that culture is acting upon us. Sometimes, we are not even aware that we have cultural values or assumptions that are different from others. As we enter the multicultural dialogue or collaboration, it is necessary that we should keep these generalized differences in mind.

Lack of investment in cross cultural training and language tuition often leads to deficient internal cohesion. The loss of clients or customers, poor staff retention, lack of the competitive edge, internal conflicts or power struggles, poor working relations, misunderstandings, stress, poor productivity are all by-products of poor cross cultural communication. Many cross-cultural communication consultants work with international companies to minimize the above mentioned consequences of poor cross-cultural awareness.

The commonest differences between cultures, that effected on business communication and collaboration^[1]

Relationship-focused cultures vs Deal-focused cultures. The fundamental differences between relationship-focused (RF) and deal-focused (DF) markets impact the business success throughout the global marketplace. The Arab world, Africa, Latin America and most countries of the Asia are strongly relationship-focused cultures. They are markets where business people get things done through intricate networks of personal contacts. They feel uncomfortable doing business with strangers, especially strangers who also happen to be foreigners. In contrast, the people of deal-focused cultures (northern Europe, North America, Australia and New Zealand) are relatively open to doing business with strangers.

Low-Context' vs 'High-Context' Communication. RF negotiators tend to be circumspect in the use of the language in order to avoid conflict and confrontation. The polite communication of Asians, Arabs, Africans and Latins helps maintain harmony. That is, the meaning is found more in the context surrounding the words rather than in the words themselves. In contrast, when northern Europeans, North Americans, Australians and New Zealanders speak words dominate the context.

^[1] В основу классификации легли исследования Э. Холла «Culture as communication».

A listener is able to understand what they are saying at a business meeting without referring much to the context.

Formal vs Informal Business Cultures (status, hierarchies, power and respect.) Many promising international deals have resulted in a failure when negotiators from informal cultures bump heads with counterparts from more formal cultures. Formal cultures tend to be organized in steep hierarchies which reflect major differences in status and power. In contrast, informal cultures value more egalitarian organizations with smaller differences in status and power. It matters because contrasting values cause conflict at the conference table. Business people from formal, hierarchical cultures may be offended by the breezy familiarity of counterparts from informal, relatively egalitarian societies.

Orientation to Time and Scheduling: Rigid-Time VS Fluid-Time Cultures. People look at time and scheduling quite differently in different parts of the world. In rigid-time societies punctuality is critical, schedules are rigid, agendas are fixed and business meetings are rarely interrupted ('monochronic' cultures). In direct contrast are 'polychronic' cultures, where people place less emphasis on strict punctuality and are not particularly obsessed with deadlines.

In conclusion, I would like to add that awareness of cultural differences doesn't have to divide us from each other. In fact, becoming more aware of cultural differences, as well as exploring our similarities, can help us communicate with each other more effectively. Recognizing where cultural differences are at work is the first step toward understanding and respecting each other.