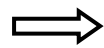


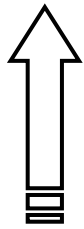
The Cultural Iceberg

Artifacts

Dress codes
Ceremonies
Signs and symbols

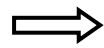


Respect and adapt
yourself reasonably
Don't copy



Styles

Eye contact
Non-verbal messages
Directness vs. indirect-
ness

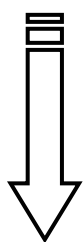


Behave cautiously:
* Be reservedly yourself
* Be highly attentive
* Be understandable

Visible

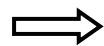


Invisible



Norms

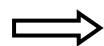
Social conventions
Attitude toward time
Negotiation rules (e.g.
importance of relationship)



Understand theirs
Explain yours
(don't try to "sell" them)

Assumptions and beliefs

What creates value
Who is entitled to exercise
power
How should decisions get
made
Right vs. wrong
Correct vs. incorrect
What does make sense in
life



Probe
Make explicit
Respect
(don't judge!)

Adapted from: Michael D. Watkins, *Diagnosing and Overcoming Barriers to Agreement*, Harvard Business School, Note # 9-800-333, Rev. May 8, 2000