

# Chapter 3

## Conflict, Culture, and Relationships

Communicating for Results, 10th edition

# Chapter 3 Objectives

- Identify types of conflict and strategies for managing conflict
- Define *individualistic* and *collectivistic* cultures and *low-context* and *high-context* cultures
- Identify the role interpersonal relationships play in organizational success
- Determine your personal communication style
- Define the terms *clear expectations*, *reciprocal relationships*, *self-fulfilling prophecy*, and *trust cycles*
- List the four main communication styles

# Managing Conflicts in the Workplace

- Conflict is impossible to avoid
- If managed effectively, conflict can result in improved team relationships, communication, and productivity

# 2 x 2 Matrix



- 똑같은 세상이라 하더라도 우리가 어떤 프레임(frame)을 가지고 세상을 보는가에 따라 세상은 매우 다르게 보인다. 두 손가락을 원 모양으로 해서 세상을 보는 경우와 카메라로 세상을 보는 경우에 따라 세상은 늘 달리 보인다. 또 파란 안경을 끼는 경우와 노란 안경을 끼는 경우에 따라 달라진다. 우리가 우울할 때와 즐거울 때 세상은 달리 보인다. 이처럼 프레임은 한마디로 세상을 보는 하나의 창이라 할 수 있다.
- 17세기 철학자이자 수학자인 르네 데카르트는 침대에 누워 천장에 있는 파리의 움직임을 관찰하다가 아이디어를 얻어  $x, y$  좌표 체계를 만들었다. 어떤 공간에  $\frac{1}{4}$  분면,  $\frac{2}{4}$  분면,  $\frac{3}{4}$  분면,  $\frac{4}{4}$  분면이 교차하는  $x$ 축과  $y$ 축을 그으면 네 가지 공간이 나온다.  $\frac{1}{4}$  분면,  $\frac{2}{4}$  분면,  $\frac{3}{4}$  분면,  $\frac{4}{4}$  분면이 바로 그것이다. 이를  $2 \times 2$  매트릭스라고 한다.  $x$ 축과  $y$ 축을 무엇으로 정하느냐에 따라 다양한 매트릭스가 나올 수 있다.

# 조해리의 창 (窓)



- A model for self-awareness, personal development, group development and understanding relationship,...
- A simple and useful tool for understanding and training self-awareness, personal development, improving communications, interpersonal relationships, group dynamics, team development and inter-group relationships
- Developed by American psychologists Joseph Luft and Harry Ingham in the 1950's, calling it 'Johari' after combining their first names, Joe and Harry
- Especially relevant due to emphasis on, and influence of 'behaviour, empathy, cooperation, inter-group development and interpersonal development

# 조해리의 창 (窓)



- 굳이 따로 노출하지 않아도 사람들이 쉽게 알 수 있는 부분. 의식적으로 하는 말과 행동, 성별, 나이, 외모, 출신 학교, 직업에 관한 정보 등
- 남의 얘기를 통해 새롭게 나의 성격을 발견하는 경우 등이 이에 해당한다. 주로 친한 친구나 애인, 오래된 동료가 발견
- 단점, 성적, 애정관계나 소득에 관한 정보 등. 때에 따라 학력이나 직업도
- 내면세계에 존재하되, 대인 관계에서는 드러나지 않는 이른바 무의식의 세계

	자신에게 알려진	자신이 모르는
타인에게 알려진	열린 자아(open-self)	눈먼 자아(blind-self)
타인이 모르는	숨겨진 자아(hidden-self)	모르는 자아(unknown-self)

# 조해리의 창 (窓)



1. **개방형**: 공개적 영역이 가장 넓음. 대체로 인간관계가 원만한 사람들이다. 이들은 적절하게 자기표현을 잘 할뿐만 아니라 다른 사람의 말도 잘 경청할 줄 아는 사람들로서 다른 사람에게 호감과 친밀감을 주게 되어 인기가 있다. 그러나 지나치게 공개적영역이 넓은 사람은 말이 많고 주책스런 경박한 사람으로 비쳐질 수도 있다

2. **자기주장형**: 맹목의 영역이 가장 넓음. 이들은 자신의 기분이나 의견을 잘 표현하며 나름대로의 자신감을 지닌 솔직하고 시원시원한 사람일 수 있다. 그러나 이들은 다른 사람의 반응에 무관심하거나 둔감하여 때로는 독단적이며 독선적인 모습으로 비쳐질 수 있다. 자기주장형은 다른 사람의 말에 좀더 진지하게 귀를 기울이는 노력이 필요하다.



# 조해리의 창 (窓)



3. **신중형**: 숨겨진 영역이 가장 넓음. 이들은 다른 사람에 대해서 수용적이며 속이 깊고 신중한 사람들이다. 다른 사람의 이야기는 잘 경청하지만 자신의 이야기는 잘 하지 않는 사람들이다. 이들 중에는 자신의 속마음을 잘 드러내지 않는 크레몰린형의 사람이 많으며 계산적이고 실리적인 경향이 있다. 이러한 신중형은 잘 적응하지만 내면적으로 고독감을 느끼는 경우가 많으며 현대인에게 가장 많은 유형으로 알려져 있다. 신중형은 자기개방을 통해 다른 사람과 좀 더 넓고 깊이 있는 교류가 필요하다.

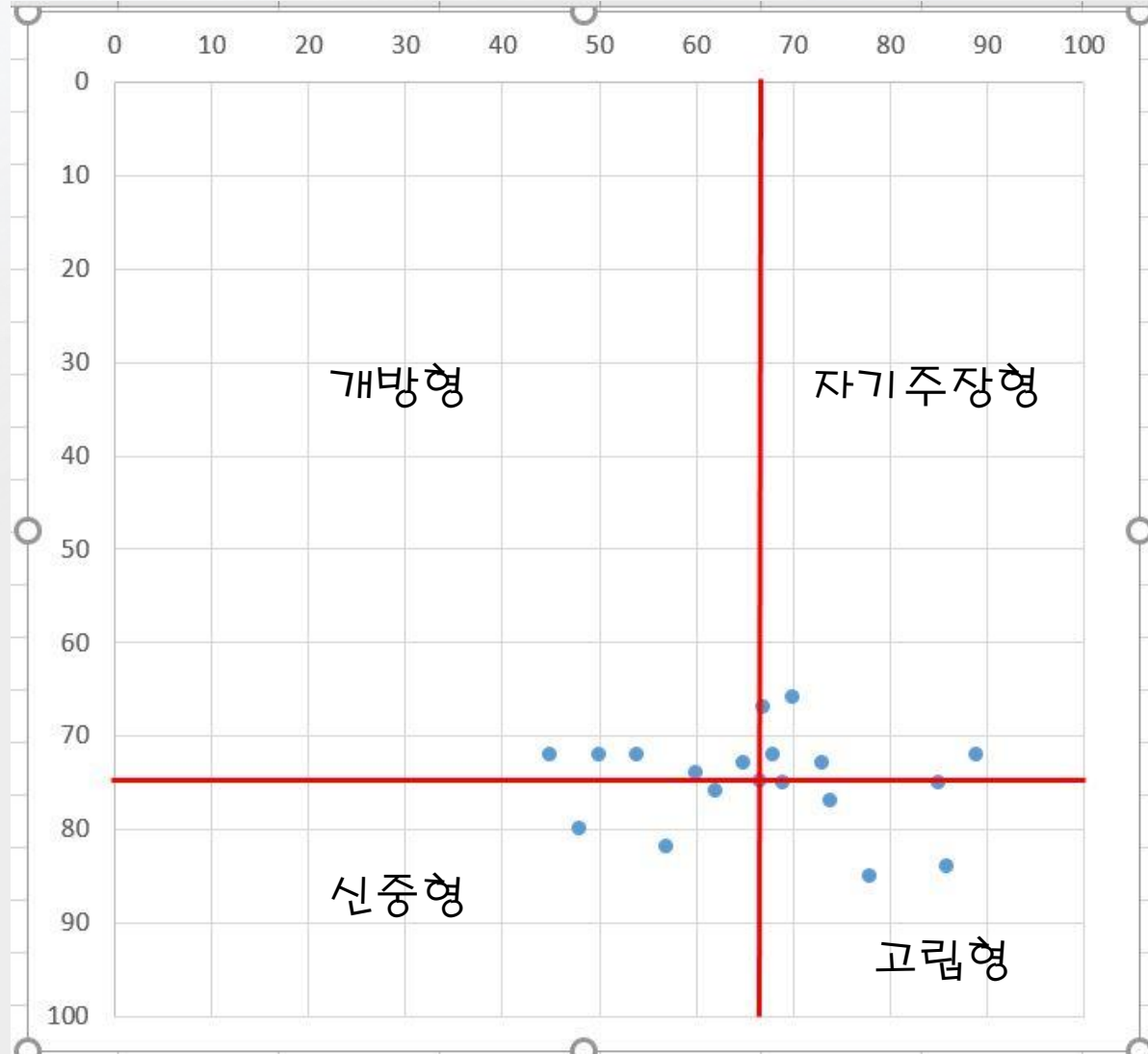
4. **고립형**: 미지의 영역이 가장 넓음. 이들은 인간관계에 소극적이며 혼자 있는 것을 좋아하는 사람들이다. 다른 사람과 접촉하는 것을 불편해 하거나 무관심하여 고립된 생활을 하는 경우가 많다. 이런 유형 중에는 고집이 세고 주관이 지나치게 강한 사람도 있으나 대체로 심리적인 고민이 많으며 부정응적인 삶을 살아가는 사람들도 많다. 고립형은 인간관계에 좀 더 적극적이고 긍정적인 태도를 가질 필요가 있다. 인간관계의 개선을 위해서는 일반적으로 미지의 영역을 줄이고 공개적 영역을 넓히는 것이 바람직하다.



# Where I am ?



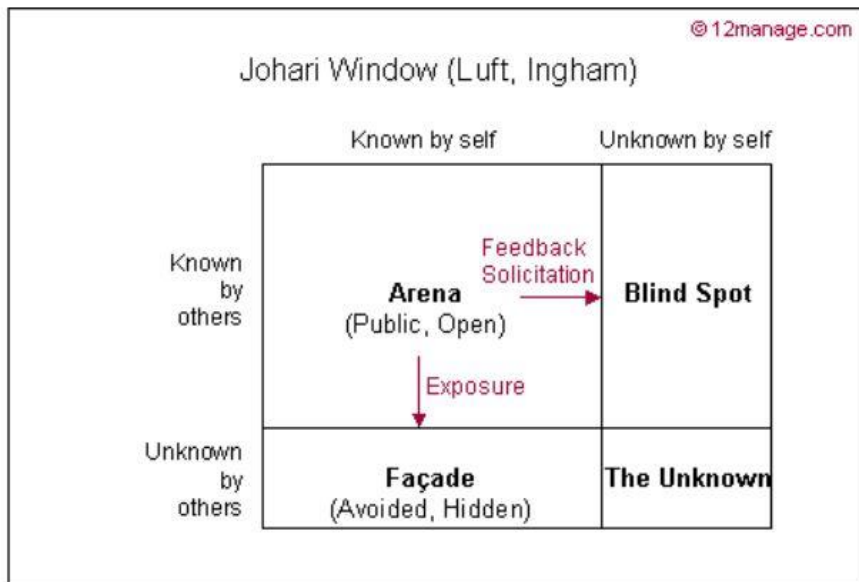
Number	Name	S	L
1		62	76
2		45	72
3		86	84
4		73	73
5		60	74
6		50	72
7		70	66
8		85	75
9		74	77
10		67	67
11		89	72
12		48	80
13		65	73
14		54	72
15		68	72
16		69	75
17		78	85
18		57	82
	AVG	66.7	74.8



# 조해리의 창 (窓)



- 커뮤니케이션 상황을 만나기 전, 독립적인 상태에서는 네 가지 자아 영역이 모두 같은 크기를 지닌다. 그러나 커뮤니케이션이 진행되면서 각 영역의 크기가 변화한다. 상대방과의 상호작용 결과 긍정적인 느낌과 함께 공감대가 형성되면, 숨겨진 자아가 줄고 대신 열린 자아가 늘어났다. 자신에 대한 정보를 타인에게 제공하는 양이 많아지는 것이다. 또 상대방의 피드백을 통해 전달되는 정보를 바탕으로 눈먼 자아가 줄어들고, 그만큼 열린 자아의 영역이 넓어진다. 즉 **자아 노출과 피드백**이라는 두 가지 요소가 열린 자아의 영역을 크게 확장시키는 것이다. 물론 상호작용이 부정적인 느낌을 주거나 생소한 관계에서는 숨겨진 자아의 영역이 더 증가하게 되어 커뮤니케이션이 원활하게 진행되지 않는다.



# Conflict Types

- A-type conflict
  - Relationship conflict
    - Sidetracks team from issues and creates defensiveness and anger
  - A stands for **affective** or emotional
- C-type conflict
  - Task conflict
    - Improves team productivity and relationships and creates feeling of satisfaction
  - C stands for **cognitive**

# Conflict Types

- If team members have strong relationship and trust each other, C-type conflict works well
  - Basic ground rule for C-type conflict is “ideas are separate from the person”
  - Another ground rule is that feedback that is often in the form of a question should be *descriptive not evaluative*
  - C-type groups can experience negative conflict occasionally

# Conflict Types

- When team members do not have strong relationship and trust is weak, A-type conflict will likely occur
  - In affective conflict, members may feel awkward giving and receiving feedback
  - Disagreements often become personal
  - Feedback in A-type conflict tends to be evaluative

# Conflict Types

- Teams with A-type conflict spend most of their energy dealing with emotions instead of solving complex problems and arriving at innovative ideas
- The chance that A-type conflict will be productive is slim unless definite steps are taken to provide change



# Conflict Strategies



- When you experience conflict, how do you or others typically handle it ?
  - Withdraw from it
  - Give in to other's wishes
  - Implement compromise
  - Convince others your way is better
  - Search for a solution agreeable to all

# Conflict Strategies (Fig 3.1)



# Avoiding/Withdrawal

- This person:
  - Feels equally little concern for others and for self
  - Maintains neutrality at all costs
  - Removes self either physically or mentally from groups experiencing any type of conflict

# Accommodating/Smoothing

- This person:
  - Feels a higher concern for others than for self
  - Views open conflict as destructive
  - Believes surface harmony is important to maintain good relationships and receive personal acceptance

# Compromising

- This person:
  - Takes middle-of-the-road stance on assertiveness and cooperation and believes high-quality solution is not as important as workable or agreeable solution
  - Views conflict as solvable but uses voting and other methods of compromise as way to avoid direct confrontation
  - Tries to find solution that everyone can live with
  - Usually views compromise as a second, back-up choice

# Competing/Forcing

- This person:
  - Views personal goals as much more important than goals of others
  - Views conflict as win-lose situation or as contest of power
  - Has great respect for power and will submit to arbitration only because arbitrator's power is greater



# Collaborating/Problem-Solving

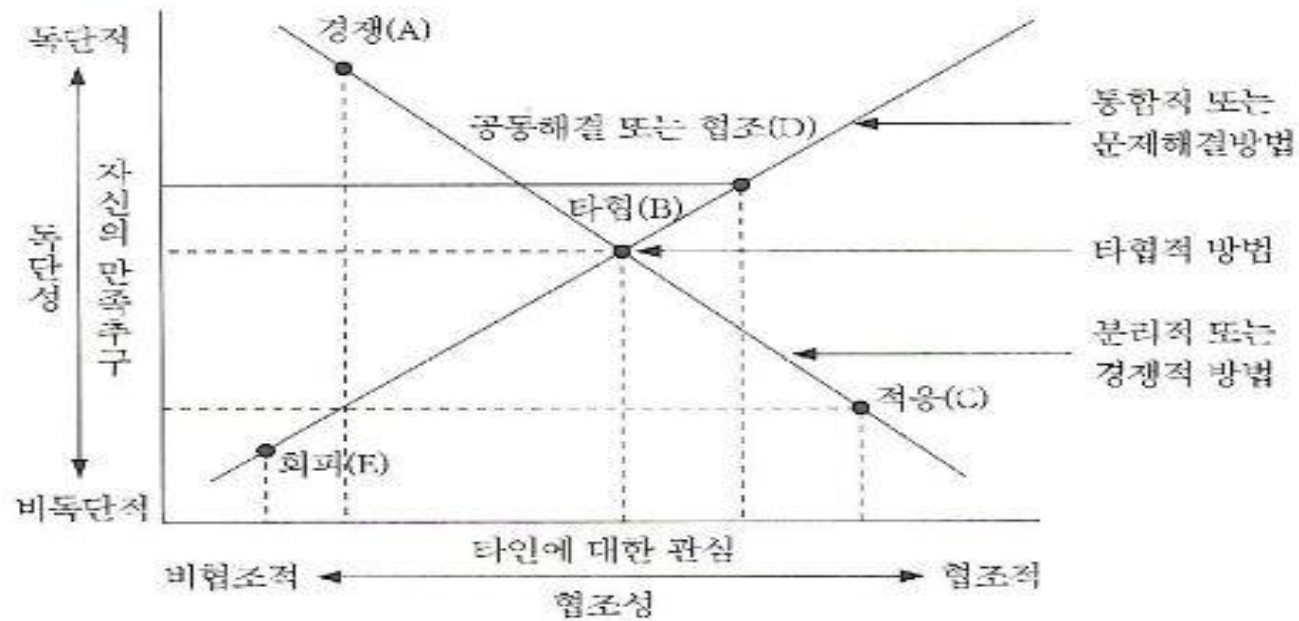
- This person:
  - Gives equal consideration to others and self
  - Views conflict as beneficial if handled openly
  - Guides groups through the basic problem-solving procedure
  - Attempts to reach consensus

# Choosing the Best Conflict Strategies

- When selecting conflict strategy for specific situation, consider:
  - Strategy you feel most comfortable using
  - Strategy your organization or team prefers
  - Advantages and disadvantages of each strategy
- No one seems to benefit if they stick to one style

# 갈등관리방법

토마스와 킬만(Thomas & Killmann)의 갈등관리 기본양식



# 갈등관리 방법의 활용

갈등해결 모형	적절한 상황
경쟁	<ul style="list-style-type: none"> <li>• 빠르고 결정적인 행동이 중요한 경우(예컨대, 비상사태)</li> <li>• 보편화되지 않은 행동의 실현이 요구되는 중요한 문제(issue)에 직면할 경우 (예컨대, 가격인하, 보편화되지 않은 규칙의 강요)</li> <li>• 자신이 옳다고 믿고 있을 때 조직의 이익에 중요한 문제를 처리할 경우</li> <li>• 비경쟁적인 행동의 이점을 취하는 사람에 반대하는 경우</li> </ul>
협조	<ul style="list-style-type: none"> <li>• 양측의 관심이 너무 중요하여 설충할 수 없을 때 통합적인 해결책을 찾기 위해</li> <li>• 서로 상이한 관점을 지닌 사람들의 통찰력을 결집시키기 위해</li> <li>• 여러 관심이 일치에 이르도록 혼합함으로써 몰입하게 하기 위해</li> <li>• 어떤 관계성 때문에 몰입되고 있다는 느낌을 통해 함께 일하기 위해</li> </ul>
회피	<ul style="list-style-type: none"> <li>• 문제가 되고 있는 것이 하찮은 것이거나 더 중요한 문제가 절박한 때</li> <li>• 자신의 관심을 만족시킬 기회가 없다고 지각할 때</li> <li>• 있을 수 있는 혼란과 방해가 문제를 해결할 때 얻을 이익보다 비중이 클 때</li> <li>• 사람들로 하여금 냉정을 찾고 새로 전망하도록 하기 위해</li> <li>• 정보의 수집이 직접적인 결정보다 더 요구될 때</li> <li>• 다른 사람들이 갈등해결을 보다 효과적으로 할 수 있을 때</li> <li>• 그 문제가 다른 문제가 접근되고 있거나 다른 문제의 징후로 보일 때</li> </ul>
적응	<ul style="list-style-type: none"> <li>• 자신이 들림을 알고 듣는 유리한 입장에 서서 자신의 합리성을 보여 주는 일을 응답할 때</li> <li>• 문제가 자신에게 보다 다른 사람들에게 더욱 중요하여 타인을 만족시키고 협동을 유지하려 할 때</li> <li>• 이후의 문제를 위해 사회적 신용을 얻기 위해</li> <li>• 보호와 안정이 무엇보다 중요할 때</li> <li>• 부하들로 하여금 잘못을 지지르면서 배워서 개발하도록 하기 위해</li> </ul>

# How about our class ?

Name	Self Evaluation	Team Evaluation	Major factor in Analysis	Remark
1조 조장				
2조 조장				
3조 조장				
Volunteer 1				
Volunteer 2				
Volunteer 3				

# How about our class ?

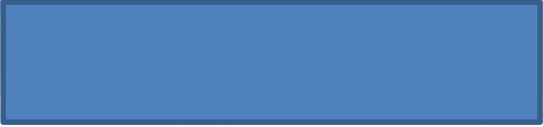
Number	Name	경쟁	협력	타협	회피	수용
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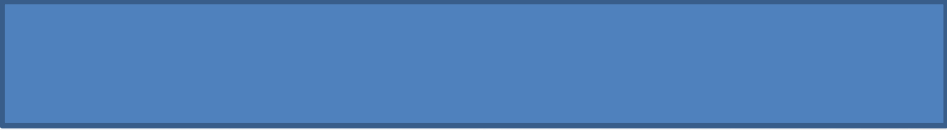


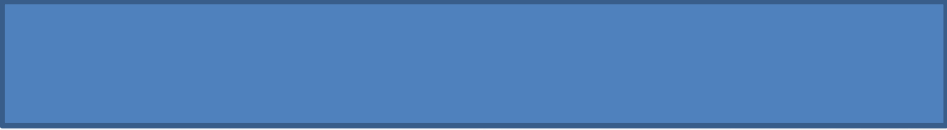
# How about our class ?

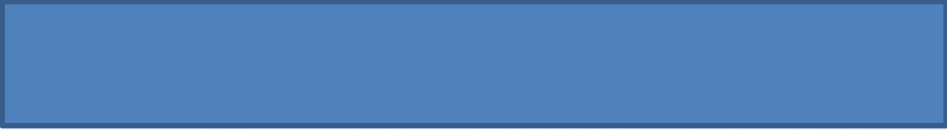


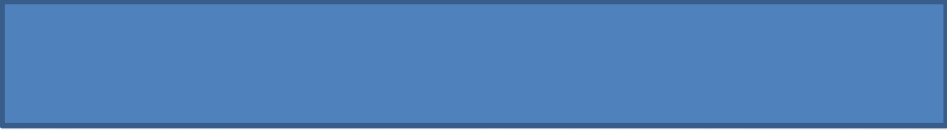
How about our class ?

- 
- May be best response to conflict when:
    - Issue is trivial
    - Power relationships make successful resistance impossible
    - Parties lack communication skills necessary to prevent destructive escalation
    - Potential losses from open conflict outweigh potential gains
    - There is insufficient time to gather needed information or to work through issue adequately
  - Drawback is confrontation is usually only delayed or transferred to another issue

- 
- May be best response to conflict when:
    - Issue is minor
    - Damage to relationship would harm both parties
    - Temporary reduction in conflict needed to give time for additional research or information
    - Tempers are too hot for productive discussion
  - Drawback is it only temporarily solves problem (putting a bandage on a cut that requires stitches.)

- 
- May be best response to conflict when:
    - Decision or action must be immediate
    - Parties in conflict expect and appreciate force and power necessary in a win-lose situation
    - Combatants recognize power relationship between themselves
  - Drawbacks are:
    - Real cause of conflict not resolved
    - Solution may be only temporary (when the losers gain more power, they may reinstate the conflict.)

- 
- May be best response to conflict when:
    - Both parties stand to gain
    - An “ideal” or “quality” solution not required
    - Time is short
    - Temporary solution needed for complex problem
    - Parties in conflict are equals
  - Drawbacks are:
    - Everyone loses something
    - Best solution probably not reached

- 
- May be best response to conflict when:
    - Members are trained in problem solving
    - Parties have common goals that require everyone's cooperation
    - Conflict has arisen from misunderstandings or communication breakdown
    - Conflict occurs during crisis
  - Drawbacks are:
    - May not be successful when parties have different values or goals
    - Usually takes longer to achieve than other strategies



# Reaching Consensus in Conflict Management

- Five conflict strategies can be divided among three categories according to type of outcome

– Win-Lose :

– Lose-Lose :

– Win-Win :

# Reaching Consensus in Conflict Management

- Most productive and satisfying strategy over long run is usually collaboration
- Collaborating problem solver helps group reach consensus
- Sometimes impossible to reach consensus

## If group seems to have reached **stalemate**,... ?

- Try the following procedures before yielding to compromise or force:
  - Clarify situation
  - Urge person or group to set the two conflicting solutions aside temporarily
  - Guide the person or group to seek new solutions through brainstorming of nominal group technique
  - Join the person or group in comparing the two original solutions with the new solution to see which is now best

# 집단 토론의 효율화 방안

## (1) 브레인스토밍 Brain Storming

1939년 미국의 광고회사인 BBDO사의 부사장이었던 오스본(A. F. Osborn)에 의해 창안된 아이디어 창출기법으로 두뇌에 폭풍을 일으킨다는 뜻으로 두뇌폭풍 또는 두뇌선풍이라고 한다.

이 브레인스토밍은 10여명 이내의 집단을 대상으로 10~60분간에 걸쳐 한 주제에 대하여 다각적인 토론을 통하여 대량의 아이디어를 얻는 자유연상법의 전형적인 방법이다. 처음에는 광고분야에서 창조적인 아이디어를 개발하기 위하여 사용되었으나 오늘날은 광고뿐만 아니라 신제품개발, 신용도개발, 새로운 판매방법, 작업방법개선 등 기타 모든 경영 문제해결 또는 아이디어 창출 방법으로 널리 사용되고 있다.

### 브레인스토밍의 4대 원칙

- ① 아이디어 제안을 많이 하면 할수록 좋다 Solicit quantity
- ② 제안은 자유롭게 이루어져야 한다.
- ③ 다른 사람의 아이디어에 대한 비판을 해서는 안된다. Do not criticize
- ④ 제안된 아이디어간의 결합을 통한 아이디어 개선을 권장해야 한다.

# 집단 토론의 효율화 방안

## (2) NGT Nominal Group Technique (명목집단법)

토론 시작 전에 참가자 각자가 다른 사람과 얘기하지 않고 침묵 속에서 주어진 토의 주제에 대한 자신의 생각을 노트 또는 카드 등에 정리할 수 있도록 일정한 시간을 부여하는 방법. (다른 사람과 얘기하지 않고 각자 작업하는 시간동안에는 명목상으로는 집단이지만 실제로는 개인적으로 작업하고 있음을 강조하기 위하여 명목집단법이라 부름)

### 효과

정제된 단어와 문장사용을 통한 토론시간 절약, 모든 구성원의 적극적 참가 유도  
타인 의견 경청가능

### 방법

- 1) 각 조별 구성원들은 서로 말을 하지 않는다.(침묵유지)
- 2) 자신의 생각이나 아이디어를 post-it에 적는다. 한 장의 종이에 한 개의 의견만 쓴다.
- 3) 한 사람씩 돌아가면서 자신의 아이디어를 발표하고 조장은 구성원 모두가 한 눈에 볼 수 있도록 제시되는 아이디어를 A4용지나 차트에 붙이되 각 아이디어에 대한 상호 간의 토의는 하지 않는다.  
※ 제시되는 의견에 대하여 비판 금지!!
- 4) 비슷한 의견 끼리 모으기
- 5) 투표를 통해 결정한다.

# 집단 토론의 효율화 방안

아폴론 신전이 있던 고대 그리스의 도시 델포이(Delphoe)의 아폴론 신전에서 예언가들이 모여 미래를 점치던 것에서 유래했다.

## (3) 델파이 기법 Delphi Technique

델파이법(Delphi Method)은 1948년 RAND Corporation에서 개발한 다양한 전문가의 의견에 따른 예측 방법론으로 국가방위 기술수요예측과 사회기술 발전추세예측 등 긴급한 국방 및 사회문제에 관한 집단 의견 수집방법으로 연구개발한 데서 비롯되었으며, 관리자(의견조정자)가 주관인 데 전문가 5~20명의 의견을 2~3회 청취하고 피드백을 받아 최종 라운드 예측의 평균값 또는 중앙값으로 결과를 예측하는 방법이다.

### \* 적용 단계

- ① 적절한 전문지식을 가진 다양한 전문가들 중에서 참여할 전문가를 선정한다.
- ② 참여 전문가들에게 질문을 해 개략적인 예측치를 작성하게 한다.
- ③ 질문에 대한 답(예측치)을 요약해, 수정·보완된 질문과 함께 다시 배포한다.
- ④ 질문에 대한 답(예측치)을 재차 요약해 다시 새로운 질문과 함께 배포한다.
- ⑤ 만약 필요하다면 ④번을 반복한다.
- ⑥ 이제 결과를 얻어냈으면, 참석자 전원에게 마지막 결과를 배포한다.

자료 : 김연성 외 공역, 생산관리, 한경사, 2010, p.481.

[표] 델파이법에 따른 예측 도구

	0	1	6	5	6	15	35	8
	판단유보	강한부정	부정	약한부정	잘 모름	약한동의	동의	강한동의
1차 시행				←			→	
2차 시행					←		→	
3차 시행						←	→	

예를들어 어떤 부분의 실행 가능성을 예측하기 위해서는 먼저 해당 분야 전문가부터 찾아보아야 한다. 이후 추진 절차는 다음과 같다.  
 첫째, 알고자 하는 내용을 전문가들에 물어보고 그 응답 결과를 4분위수(예, 판단 유보, 부정, 잘 모름, 동의)로 정리한다. 이를 전문가에게 다시 제시하고, 자신의 답을 수정할 용의가 있는지를 묻는다.  
 둘째, 양 극단의 4분위수를 벗어난 전문가에게는 그 이유를 구체적으로 제시하도록 요구한다.  
 셋째, 전체 결과를 정리하고 다시 질문을 배분한다. 이때 전문가들끼리 의견 교류는 허용하지 않는다.  
 넷째, 4분위수를 벗어난 답을 한 전문가에게 그런 답을 한 이유를 다시 묻는다.  
 다섯째, 이런 과정을 반복해 결과의 오차 범위를 줄여 결국 최종 합의를 이끌어낸다.



# A. Individualistic and Collectivistic Cultures

- Western cultures tend to be individualistic cultures
  - Individual and individual rights valued more highly than group identity or group rights
- Asian cultures tend to be collectivistic cultures
  - Put more value on group membership, group obligations, and group goals than on the individual



# A. Individualistic and Collectivistic Cultures

- Individualistic cultures are problem oriented
- Collectivistic cultures are more relationship oriented
- Individualistic cultures value autonomy, assertiveness, and democracy and prefer competing strategies
- Although they also use collaborating and compromising to solve problems, collectivistic cultures value empathy and listening and prefer avoiding and accommodating to preserve friendships and save face (體面, 面子) for themselves and others

## B. High- and Low-Context Cultures

- Context 脈絡 = “the information that surrounds an event” Table 3.2
  - People who communicate with low-context messages tend to come from individualistic cultures
  - People whose messages are high context tend to come from collectivistic cultures
  - In low-context cultures, messages are clearly spelled out
  - High-context cultures rely only minimally on spoken words that tend to be brief, indirect, and implicit

## B. High- and Low-Context Cultures

- **In high context communication an information can have different meanings according. It needs additional information to encode (understand).**
  - Less verbally explicit communication, less written/formal information
  - More internalized understandings of what is communicated
  - Multiple cross-cutting ties and intersections with others
  - Long term relationships
  - Strong boundaries- who is accepted as belonging vs who is considered an “outsider”
  - Knowledge is situational, relational.
  - Decisions and activities focus around personal face-to-face relationships, often around a central person who has authority.

## B. High- and Low-Context Cultures

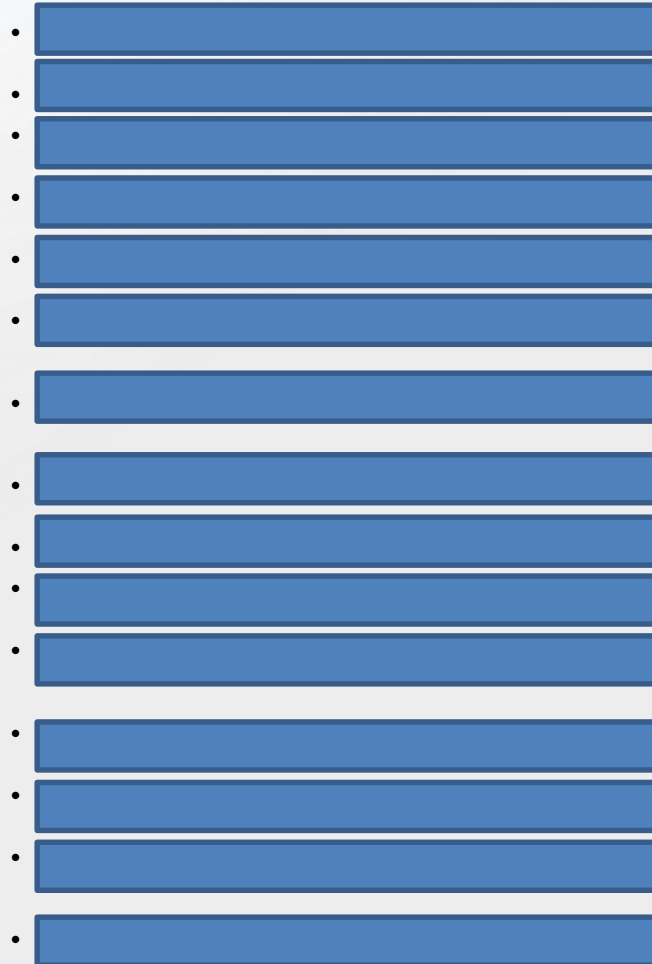
- **In low context communication an information has only one single meaning. No additional information is necessary to encode (understand) the meaning.**
  - Rule oriented, people play by external rules
  - More knowledge is codified public, external, and accessible.
  - Sequencing, separation—of time, of space, of activities, of relationships
  - More interpersonal connections of shorter duration
  - Knowledge is more often transferable
  - Task-centered. Decisions and activities focus around what needs to be done, division of responsibilities.

# B. High- and Low-Context Cultures

## • WHAT THE BRITISH SAY

- I hear what you say
- With the greatest respect
- That's not bad
- That is a very brave proposal
- Quite good
- I would suggest
- Oh, incidentally/ by the way
- I was a bit disappointed that
- Very interesting
- I'll bear it in mind
- I'm sure it's my fault
- You must come for dinner
- I almost agree
- I only have a few minor comments
- Could we consider some other options

## • WHAT THE BRITISH MEAN



## • WHAT FOREIGNERS UNDERSTAND

- He accepts my point of view
- He is listening to me
- That's poor
- He thinks I have courage
- Quite good
- Think about the idea, but do what you like
- That is not very important
- It doesn't really matter
- They are impressed
- They will probably do it
- Why do they think it was their fault?
- I will get an invitation soon
- He's not far from agreement
- He has found a few typos
- They have not yet decided

# B. High- and Low-Context Cultures

## High Context vs. Low Context

Take a look how members of high and low contextual cultures see themselves and their opposites:

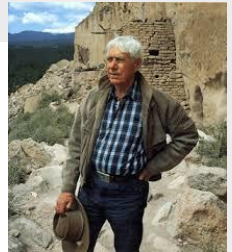
<b>High Context Communication</b> <ul style="list-style-type: none"><li>• polite</li><li>• respectful</li><li>• integrates by similarities/harmony</li><li>• not direct</li></ul>	<b>Low Context Communication</b> <ul style="list-style-type: none"><li>• open</li><li>• true</li><li>• integrates by authenticity</li><li>• direct</li></ul>
<b>High Context claims Low Context</b> <ul style="list-style-type: none"><li>• impolite</li><li>• “cannot read between the lines”</li><li>• naïve</li><li>• no self discipline</li><li>• too fast</li></ul>	<b>Low Context claims High Context</b> <ul style="list-style-type: none"><li>• hiding information</li><li>• not trustable</li><li>• arrogant</li><li>• too formal</li><li>• too slow</li></ul>



# B. High- and Low-Context Cultures

## Applications of Hall`s Theories about the Context

### Website Design in High and Low Context Cultures



Parameter:	Tendency in HC Cultures	Tendency in LC Cultures
<b>Animation</b>	High use of animation, especially in connection with images of moving people	Lower use of animation, mainly reserved for highlighting effects e.g., of text
<b>Promotion of values</b>	Images promote values characteristic of collectivist societies	Images promote values characteristic of individualistic societies
<b>Individuals separate or together with the product</b>	Featured images depict products and merchandise in use by individuals	Images portray lifestyles of individuals, with or without a direct emphasis on the use of products or merchandise
<b>Level of transparency</b>	Links promote an exploratory approach to navigation on the website; process-oriented	Clear and redundant cues in connection with navigation on a website; goal-oriented
<b>Linear vs. parallel navigation on the website</b>	Many sidebars and menus, opening of new browser windows for each new page	Few sidebars and menus, constant opening in same browser window



# C. Monochronic and Polychronic Cultures

- Monochronic (m-time) cultures view time as a “scarce resource which must be rationed and controlled through use of schedules and appointments”
- Polychronic (p-time) cultures see “the maintenance of harmonic relationships as most important thing so use of time needs to be flexible in order that we do right by various people to whom we have obligations”

# C. Monochronic and Polychronic Cultures

Continuing our series looking at cross-cultural communication issues we now turn our attention to monochronic versus polychronic cultures and the impact that can have on communication. **Monochronic cultures like to do just one thing at a time.** They value a certain orderliness and sense of there being an appropriate time and place for everything. They do not value interruptions. They like to concentrate on the job at hand and take time commitments very seriously. In addition monochronic people tend to show a great deal of respect for private property and are reluctant to be either a lender or a borrower. This is part of a general tendency to follow rules of privacy and consideration as well as adhere religiously to plans.

**Polychronic cultures like to do multiple things at the same time.** A manager's office in a polychronic culture typically has an open door, a ringing phone and a meeting all going on at the same time. Though they can be easily distracted they also tend to manage interruptions well with a willingness to change plans often and easily. People are their main concern (particularly those closely related to them or their function) and they have a tendency to build lifetime relationships. Issues such as promptness are firmly based on the relationship rather than the task and objectives are more like desirable outcomes than must do's.

If you live in the United States, Canada, or Northern Europe, you live in a monochronic culture. If you live in Latin America, the Arab part of the Middle East, or sub-Saharan Africa, you live in a polychronic culture.

# C. Monochronic and Polychronic Cultures

Interactions between the two types can be problematic.

- Monochronic businessmen cannot understand why the person they are meeting is always interrupted by phone calls and people stopping by. Is it meant to be insulting? When do they get down to business?
- Polychronic businessmen cannot understand why tasks are isolated from the organisation as a whole and measured by output in time instead of part of the overall organisational goal. How can you separate work time and personal time? Why would you let something as silly as a schedule negatively impact on the quality of your relationships?

You can quickly see the problems. Recognising whether you are dealing with a polychronic or monochronic culture and the attendant differences in how time and relationships are valued is crucial to being able to communicate effectively across cultures.

# C. Monochronic and Polychronic Cultures

<b>Monochronic Culture/People</b>	<b>Polychronic Culture/People</b>
Do one thing at a time	Do many things at once
Concentrate on the job	Can be easily distracted and manage interruptions well
Take time commitments seriously	Consider an objective to be achieved, if possible
Are low context and need information	Are high context and already have information
Are committed to the job	Are committed to people and human relationships
Adhere religiously to plans	Change plans often and easily
Are concerned about not disturbing others; follow rules of privacy and consideration	Are more concerned with those who are closely related than privacy
Show great respect for private property; seldom borrow or lend	Borrow and lend things often and easily
Emphasize promptness	Base promptness on the relationship
Are accustomed to short term relationships	Have strong tendency to build lifetime relationships

# Cultural Differences and Conflict

- Regardless of the culture, team members could improve communication by using the following tips:
  - Realize there is more than one reasonable position in a conflict
  - Look for the “trigger” to conflict
  - Use storytelling as a way to talk about conflict when a direct approach is undesirable
  - Use a neutral third party to mediate really serious conflicts



# Interpersonal Relationships in the Workplace

- The quality of employee relationships affects:
  - Job satisfaction
  - Morale
  - Ability to meet others' communication needs
  - Commitment to and knowledge of the organization

# Interpersonal Relationships in the Workplace

- The quality of supervisors' relationships is equally important
- The need for strong interpersonal relationships is especially important in new organization models



# Keys to Building and Maintaining Relationships

- Strong, lasting relationships that we develop with people at work fulfill a need for us
  - As long as the relationships are mutually satisfying, they will endure
  - If not, they will deteriorate

# Keys to Building and Maintaining Relationships

- In developing and maintaining relationships, it is important to keep in mind:
  - Make expectations clear
  - Make use of the “reciprocal nature” of relationships (a favor from one person is usually returned in kind)
  - Watch out for self-fulfilling prophecies
  - Maintain mutual trust and respect
  - Freely give feedback and self-disclosure when appropriate

# Use Information and Communication Technologies Carefully

- ICTs have changed the way people foster relationships in organizations
- Not only are personal relationships formed by using ICTs, employee-to-employee and employee-to-customer relationships are formed and maintained as well
- Using technology requires care

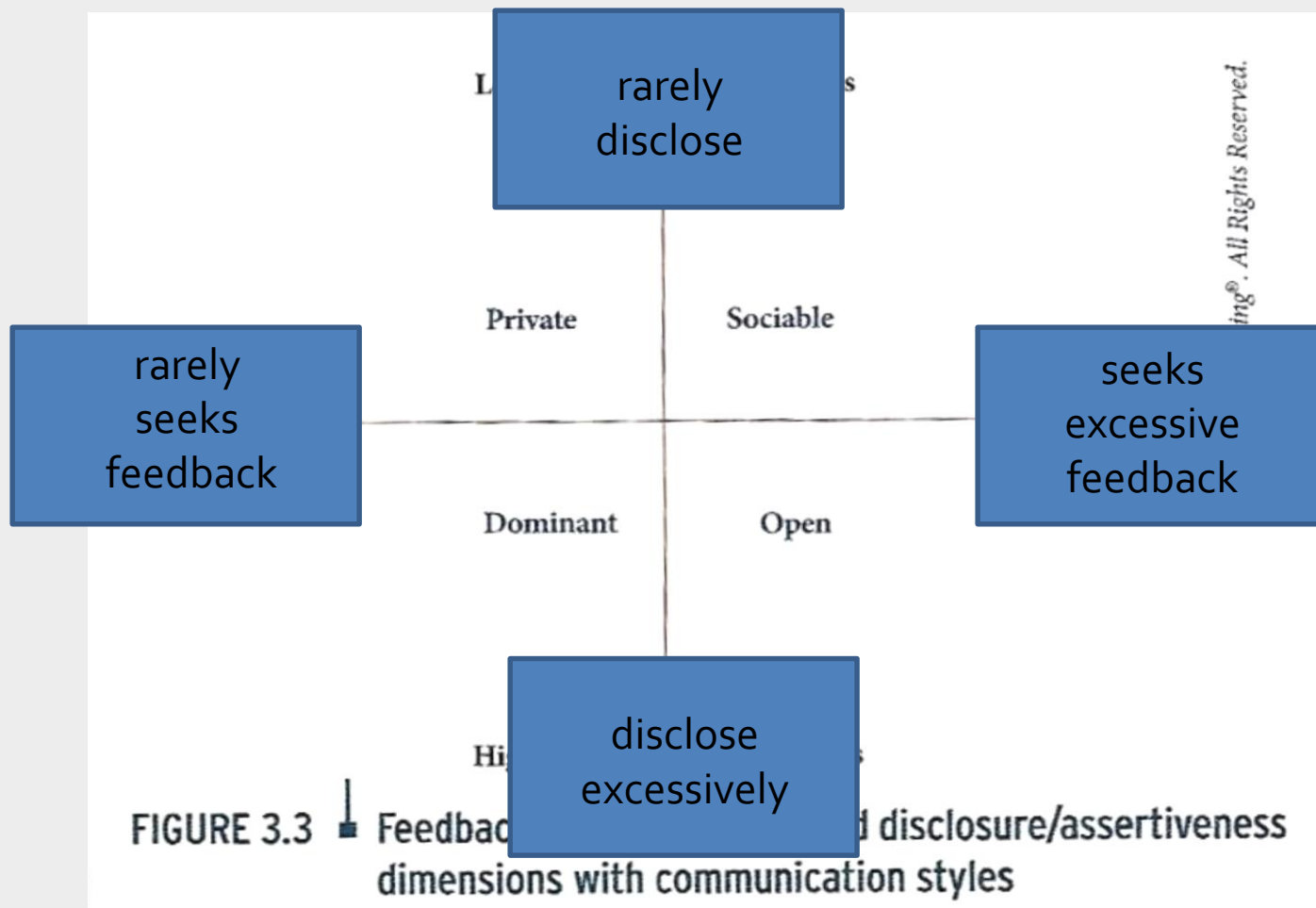
# Communication Styles and Business Relationships

- To make relationships work, we need to understand our communication styles
- Although a person may have some characteristics of all four styles, most people have one or sometimes two dominant styles they typically use when things are going well and another style they use under stress

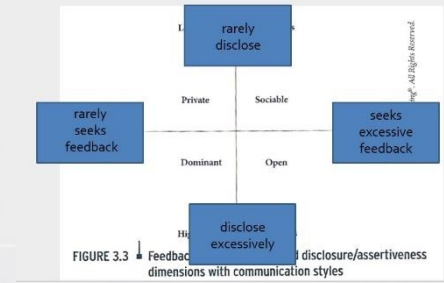
# Communication Styles and Business Relationships

- This classification system is not intended to serve as a method for stereotyping people but as a practical way of understanding your own and others' frame of reference
- You will note that these styles are closely aligned with organizational models in Chapter 2
- Note that these styles are a composite of several different styles approaches

# Communication Styles and Business Relationships



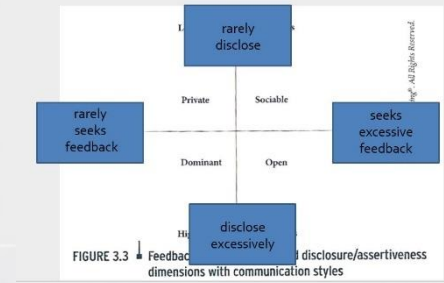
# The Private Style



- Private style communicators:
  - Feel more comfortable working with things than with people
  - Seek little feedback and disclose little information
  - They not only feel uncomfortable around people, they actually fear them
  - Find it difficult to communicate their expectations to others
  - Often disappointed by and disappointing to those around them

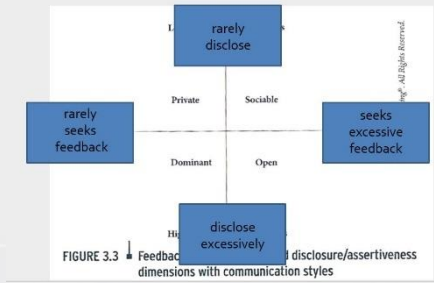


# The Private Style



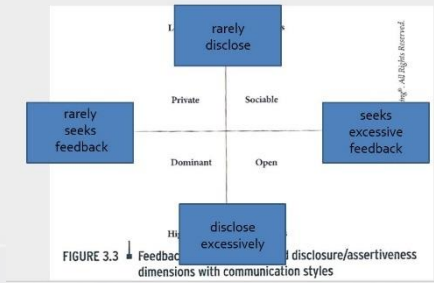
- Private style communicators:
  - Spend much of their energy in safety seeking and keep from looking like fools, being blamed for something, or even losing their jobs
  - Try to avoid conflict and making decisions
  - Can be quite productive as long as only minimal interaction with others is required

# The Dominant Style



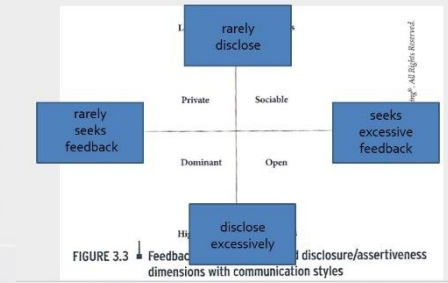
- Dominant style communicators:
  - Thrive in situations in which they can demonstrate their expertise and experience
  - Tend to fall on the low-feedback and high-disclosure end of the two continuums
  - Tend to be very confident and are not afraid to express their views, expectations, or needs
  - Are often right when they say their ideas are better
  - Are seen as critical and demanding

# The Dominant Style



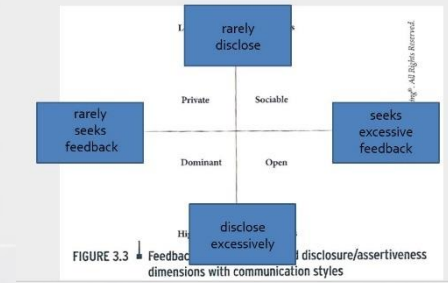
- Occasionally, person who appears to be dominant is really an insecure, closed person who notices that blind communicators get more desired results
- These people – neurotic dominant communicators – hide their insecurity behind an authoritarian mask

# The Sociable Side



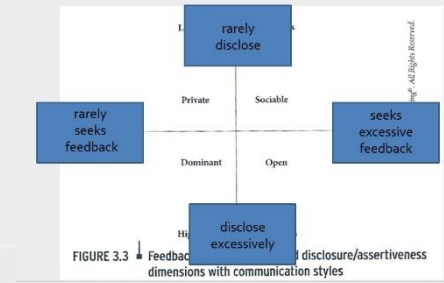
- Sociable style communicators:
  - Are interested in people, good listeners, and are generally well liked
  - Fall on the low-disclosure, high-feedback ends of the two continuums
  - Are not afraid of people, and they don't hide from them
  - Are motivated by mistrust of people or by the desire for social acceptance or both

# The Sociable Side



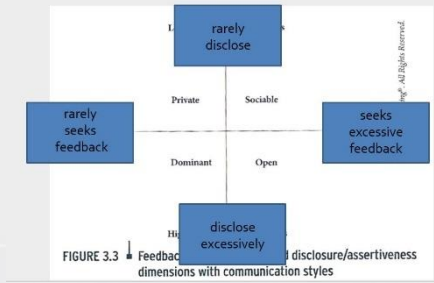
- Sociable style communicators:
  - If motivated by the desire for social acceptance, want to please others
  - Often appear to be sharing because they ask questions and stimulate others to share
  - Relationships with sociable people are basically one-way

# The Open Style



- Open style communicators:
  - Tend to use both disclosure and feedback
  - Equally interested in people's needs and company productivity
  - Are the ones who most appreciate other people
  - Fall on the high-disclosure, high-feedback ends of the two continuums

# The Sociable Style



- For most sociable people, the problem is not that they are too sociable but that they are too sociable too soon
- Sociable people are generally sensitive to needs of others and realize that conflict can be productive
- Do not assume the sociable style is advocated in all situations



# The Best and Worst of Each Style

- Once you have identified the style you typically use when things are going along smoothly and which style(s) you use when under stress, check out the strengths and weaknesses of those styles and see if any changes are desired to fine-tune your relationships at home and in the workplace

# Practical Tips for Relating to People of Different Styles

- Private communication style
  - How to communicate with private managers:
    - Take care – don't threaten them or increase their insecurity
  - How to communicate with private employees:
    - Put closed employees in environments that feel safe
  - How to communicate with private customers:
    - Don't expect them to openly express what they really want

# Practical Tips for Relating to People of Different Styles

- Dominant communication style
  - How to communicate with dominant managers:
    - Take their criticism well and expect to learn from them
  - How to communicate with dominant employees:
    - Expect that blind employees are self-assured
  - How to communicate with dominant customers:
    - Give a polished, well-supported sales presentation

# Practical Tips for Relating to People of Different Styles

- Sociable communication style
  - How to communicate with sociable managers:
    - If you are too knowledgeable or have come from another department, you may be considered a spy
  - How to communicate with sociable employees motivated by desire for social acceptance:
    - Expect these people to be “yes” people

# Practical Tips for Relating to People of Different Styles

- Sociable communication style
  - How to communicate with sociable employees motivated by lack of trust:
    - Realize that hidden employees are hard to spot because they have learned how to play the game
  - How to communicate with sociable customers:
    - Spend time establishing a friendly feeling before giving your pitch

# Practical Tips for Relating to People of Different Styles

- Open communication style
  - How to communicate with open managers:
    - Be honest and open, but use tact
  - How to communicate with open employees:
    - Share confidences
  - How to communicate with open customers:
    - Don't be pushy or manipulative

# Becoming Flexible in Use of Styles

- The key to good communication is flexibility of styles
- If you discovered some discrepancies, you may be down to two choices:
  - Change your job
  - Adjust your style



# Becoming Flexible in Use of Styles

- Adapting or changing a style will require changes in your use of feedback, disclosure, or both
  - The person with dominant tendencies needs to ask for more feedback from others to discover areas needing change
  - The person with sociable tendencies needs to disclose more and should slowly begin to share more information, opinions, and feelings with others
  - People with private or open styles need to work equally on both feedback and disclosure

# Extended DISC®는 어떤 곳인가?



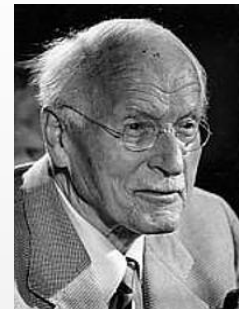
Headquarters: Espoo, Finland  
Since 1994

## Mission

To create tools and concepts that help  
the management and human resources  
in creating winning organizations

## Extended DISC®의 역사

Model is based on the work of Carl G. Jung



1921 Jung: The Psychological Types



1928 Marston: Emotions of Normal People



1950s DISC System

(Walter Clark: Activity Vector Analysis)



1994 & 2014

Extended DISC® System

FinxS Assessment System

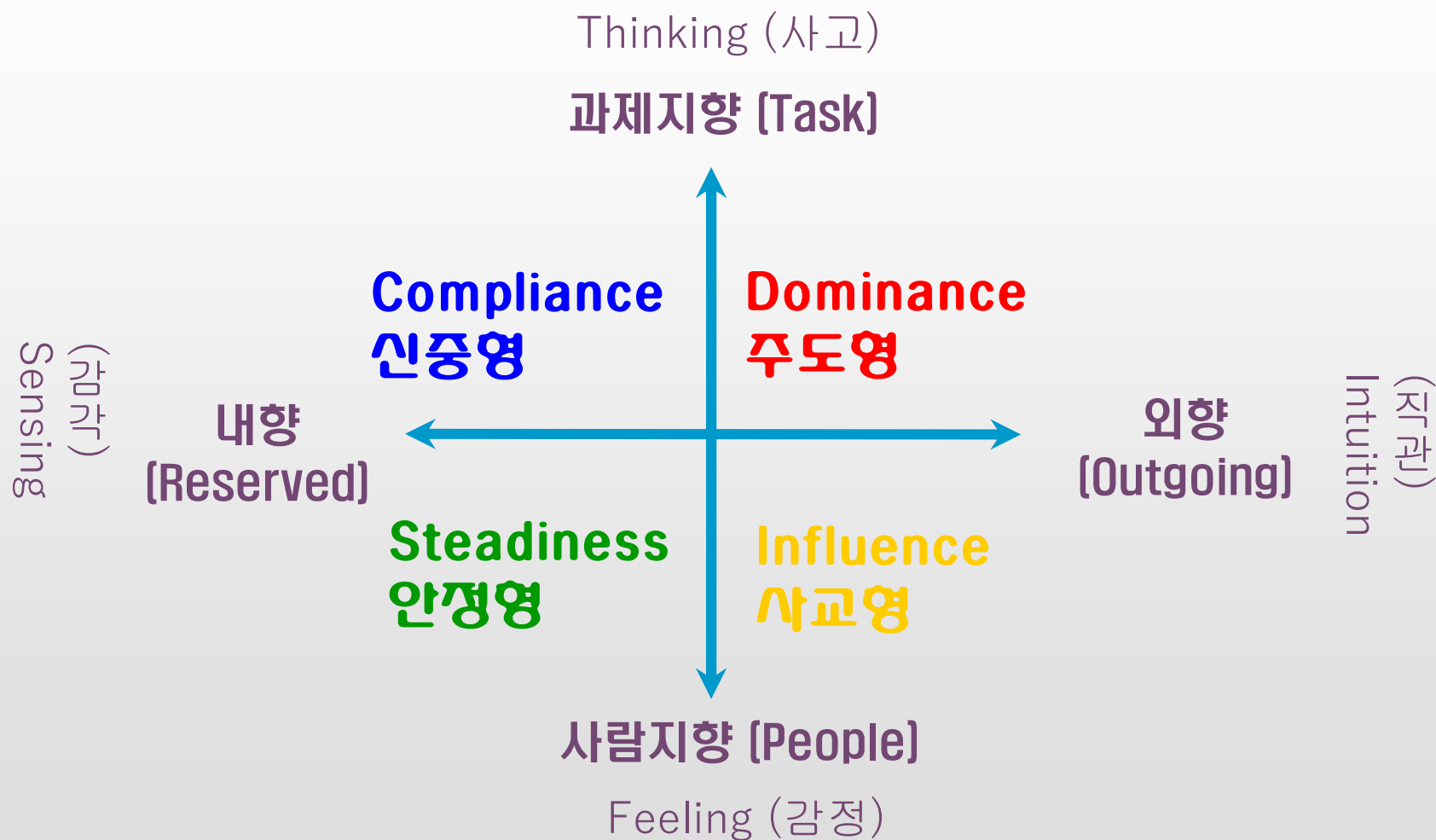


## Extended DISC® Personal Analysis Basic Concepts

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- 다양한 사회적 환경 속에서 **개인의 행동스타일**을 측정하는 진단도구임
- **자기진단**(Self-Evaluation)에 의한 진단방법을 사용함
- “**좋은 사람**” 혹은 “**나쁜 사람**”으로 분류하는 기준을 제공하지 않음
- 점수의 높고 낮음이 개인의 능력이 “더 좋다” 혹은 “더 나쁘다”의 의미는 아님
- **개인의 지능, 전문기술, 태도** 등을 측정하지 않음

## Extended DISC 4Q Model



## D Type 주도형

“감히 내 자리를 누가 넘봐!”

### 행동특성

경쟁적이다. 새로운 것을 찾는다. 위험을 감수한다. 강하다.

### 대표이미지

개혁가, 도전가, 아이디어 창조자,  
지배자, 권위주의자

### 파악방법

다른 사람의 말이나 행동을 종종 가로막음  
빠른 의사결정과 성과를 원함  
직접 통제하고 싶어함



# I Type 사교형

“나와 함께라면 언제 어디서나 즐거울 걸!”

## 행동특성

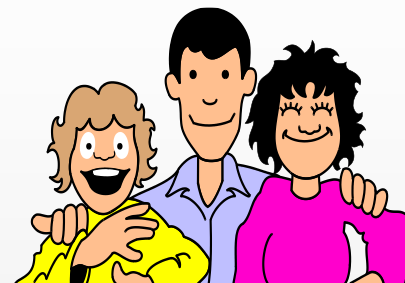
말이 많다. 사교적이다. 유머감각이 있다.  
주목을 끈다. 에너지가 넘친다.

## 대표이미지

엔터테이너, 아이디어 생산자, 유머감각이  
풍부한 사람, 낙천주의자, 다혈질

## 파악방법

활기차고 개방적이며 친절함  
상대방에 동의할 때 그 표현을 적극적으로  
함  
사물이나 주제의 긍정적인 측면을 강조함





## S Type 안정형

“이기는 것보다 친구를 얻는 게 더 좋다!”

### 행동특성

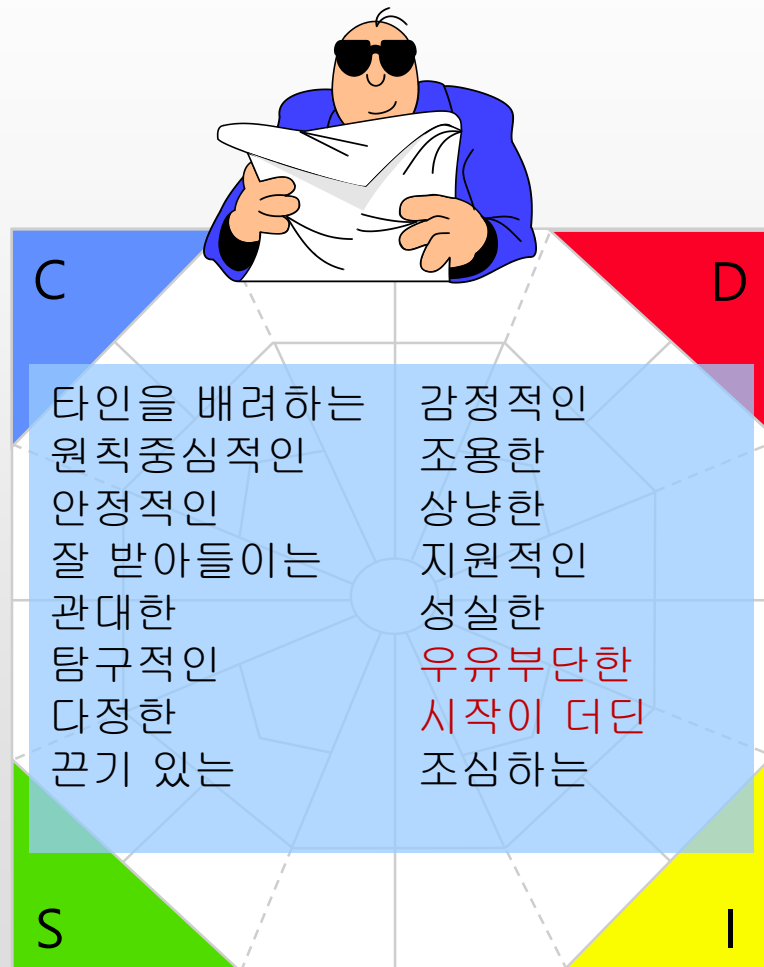
내성적이다. 부드럽다 . 느리다. 여유가 있다. 갈등을 피한다.

### 대표이미지

훌륭한 지원자, 팀 플레이어,  
상대방에게 도전하거나 맞서지 않음,  
타인을 시기하지 않음, 균형을 유지함

### 파악방법

안전을 추구하고 안정유지  
조심성 있게 일을 추진  
의사결정이 느림



## C Type 신중형

“대충 할 바에는 아예 하지 않는 것이 나아!”

### 행동특성

말이 적다. 꼼꼼하다. 정확하다.  
논리적이다. 느리다.

### 대표이미지

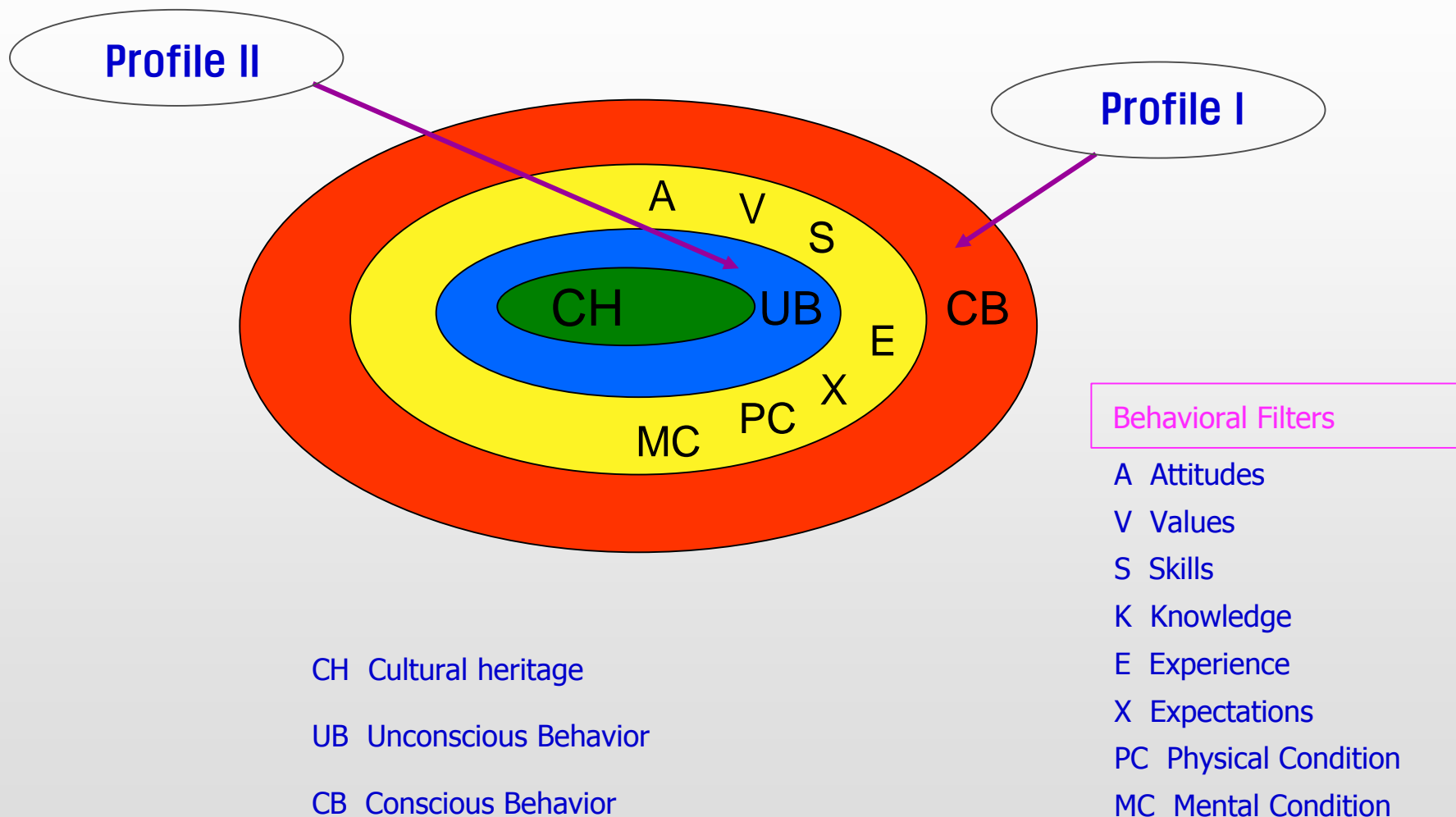
틀리는 것에 대한 두려움, 규칙 준수,  
비평가, 완벽주의자

### 파악방법

질서 정연함  
세부사항에 초점을 둠  
대인관계에서 매우 예의를 갖추



# Extended DISC® Theory of Human Capacity



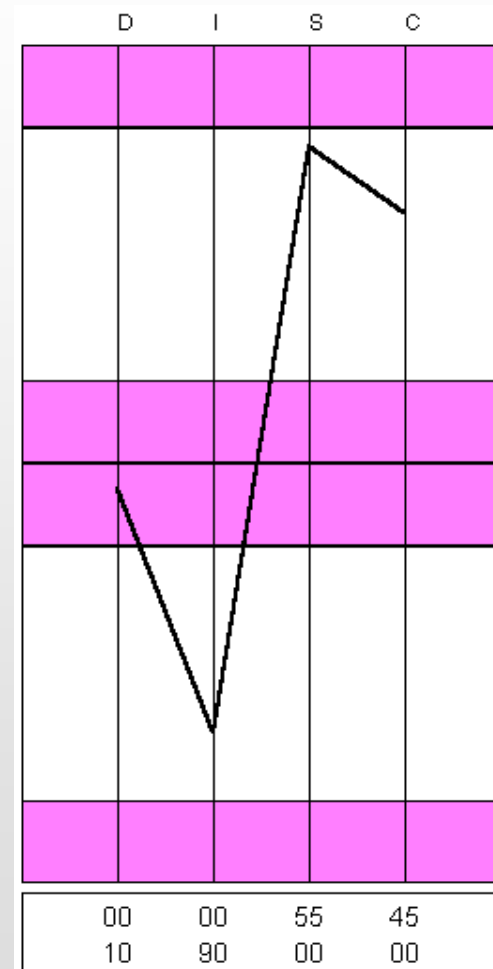
## Profile I & II

- 프로파일 I & II 는 다음과 같이 구분된다

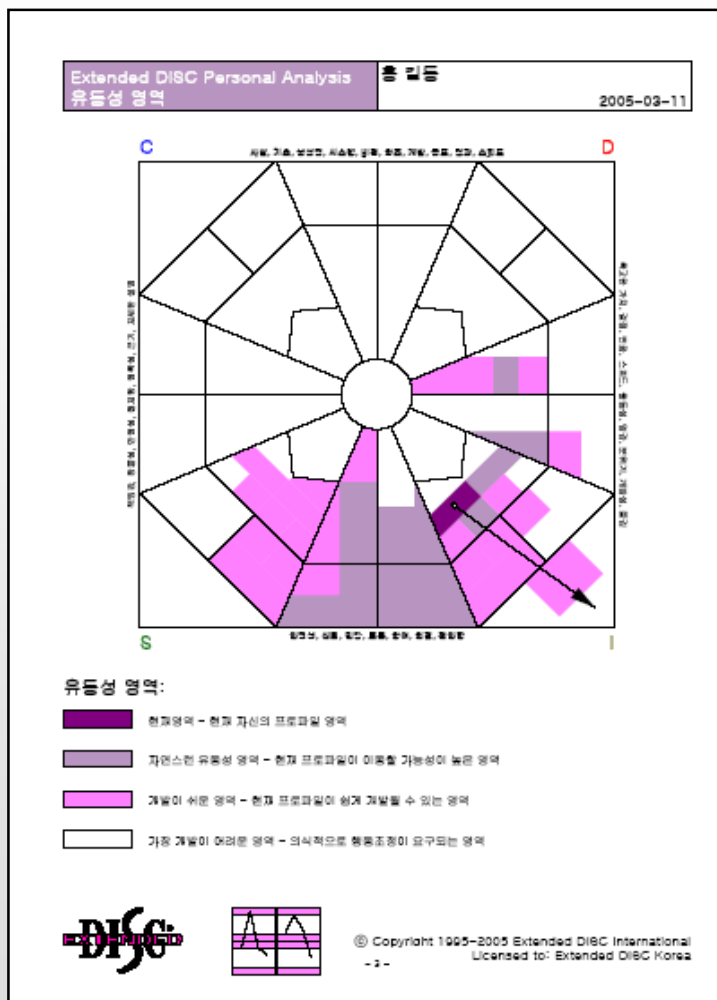
	D	I	S	C	
					상위 영역
정상 영역					
중립 영역					중간선
정상 영역					
					하위 영역

## 프로파일 II의 해석

- 상위 영역 : 주도적 성향
- 하위 영역: 반대 성향
- 중립영역
- 백분율: %

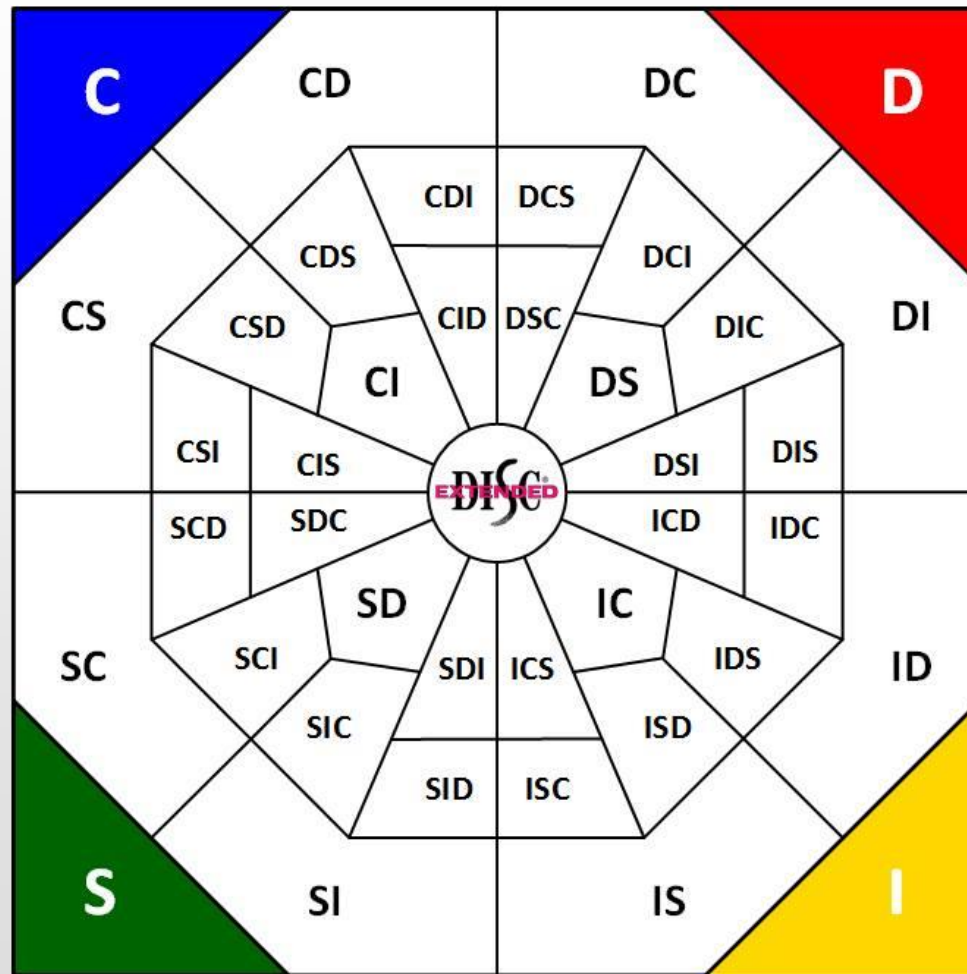


# 유동성 영역 (Flexibility Zones)



- 자신이 가장 편안한 영역은?  
(Comfort area)
  - 색칠된 영역별로 소요되는 노력과 에너지의 정도
- ※-화살표의 시작점: 무의식적 행동유형  
-화살표의 종착점: 의식적 행동유형

# FinxS DISC Diamond





# 전략/기획직

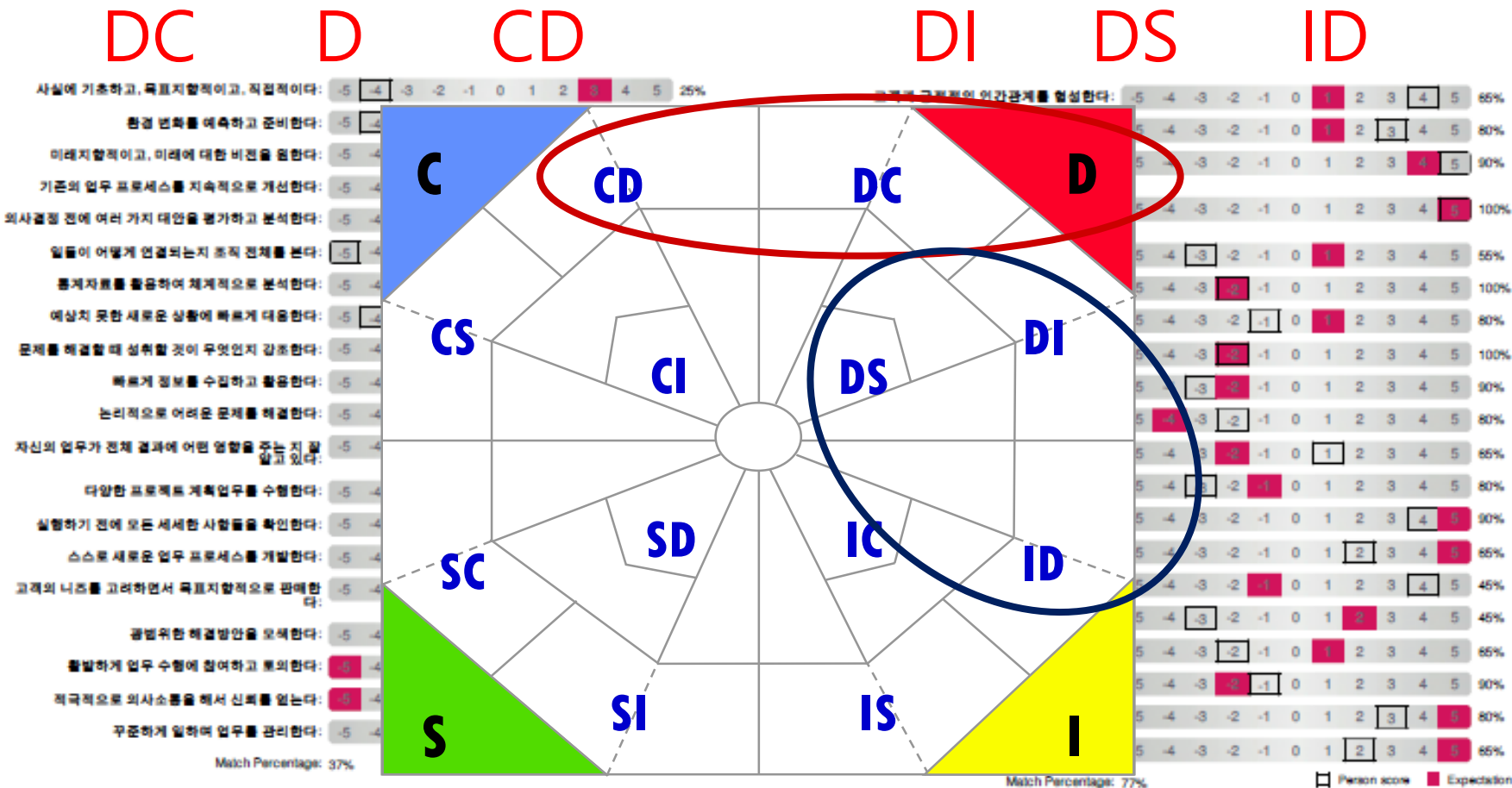
# 인사직

## 전략/기획직

다음은 조직에서 전략기획 업무를 수행하는데 가장 필요한 직무 역량들이다. 전략기획은 조직의 경영이념 수립하고, 기업  
의 사회적책임 영역을 정하고, 핵심인재를 육성하고, 조직의 전체적인 경영상태를 분석하고, 예산을 계획하고, 조직의 미  
래에 대한 신성장 동력을 발굴하는 업무를 의미한다.

## 인사직

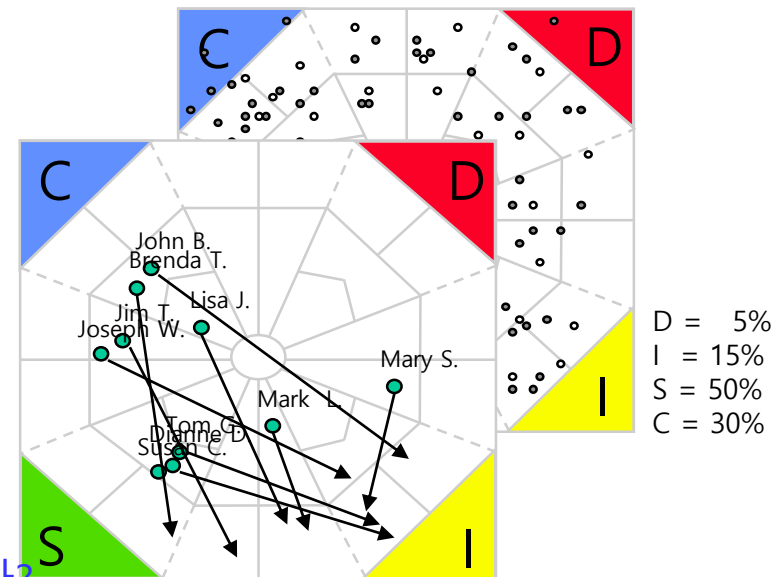
다음은 조직에서 인사부서의 업무를 수행하는데 가장 필요한 직무 역량들이다. 인사는 조직의 목표 달성을 위해 인적 자  
원을 효율적으로 활용하고 육성하기 위하여 직무조사 및 직무 분석을 통해 채용, 배치, 육성, 평가, 보상, 승진, 퇴직 등의  
제반 사항을 담당하며, 조직의 인사제도를 개선 및 운영하는 업무를 수행하는 일을 의미한다.



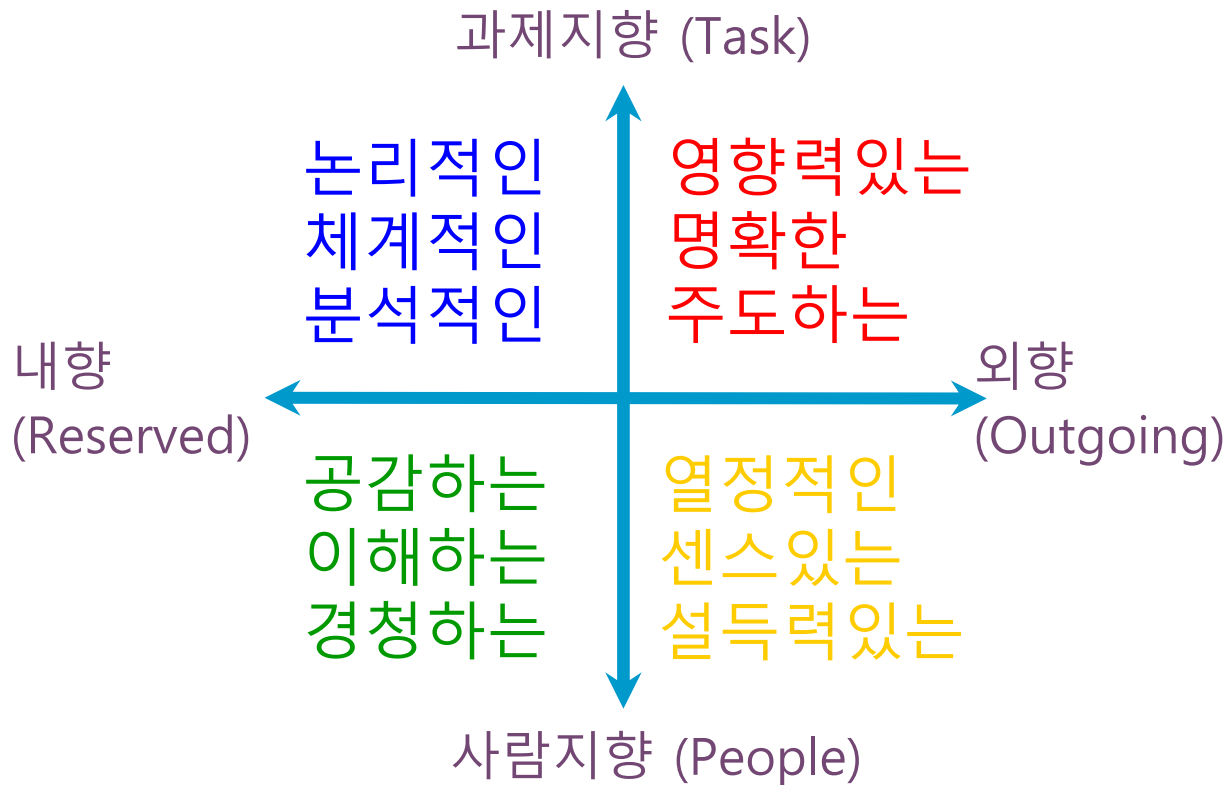
## Team Analysis 소개

- Team Analysis는 Personal Analysis의 결과를 다이아몬드 상에 조합한 결과로 다음과 같은 측면의 정보를 제공합니다.

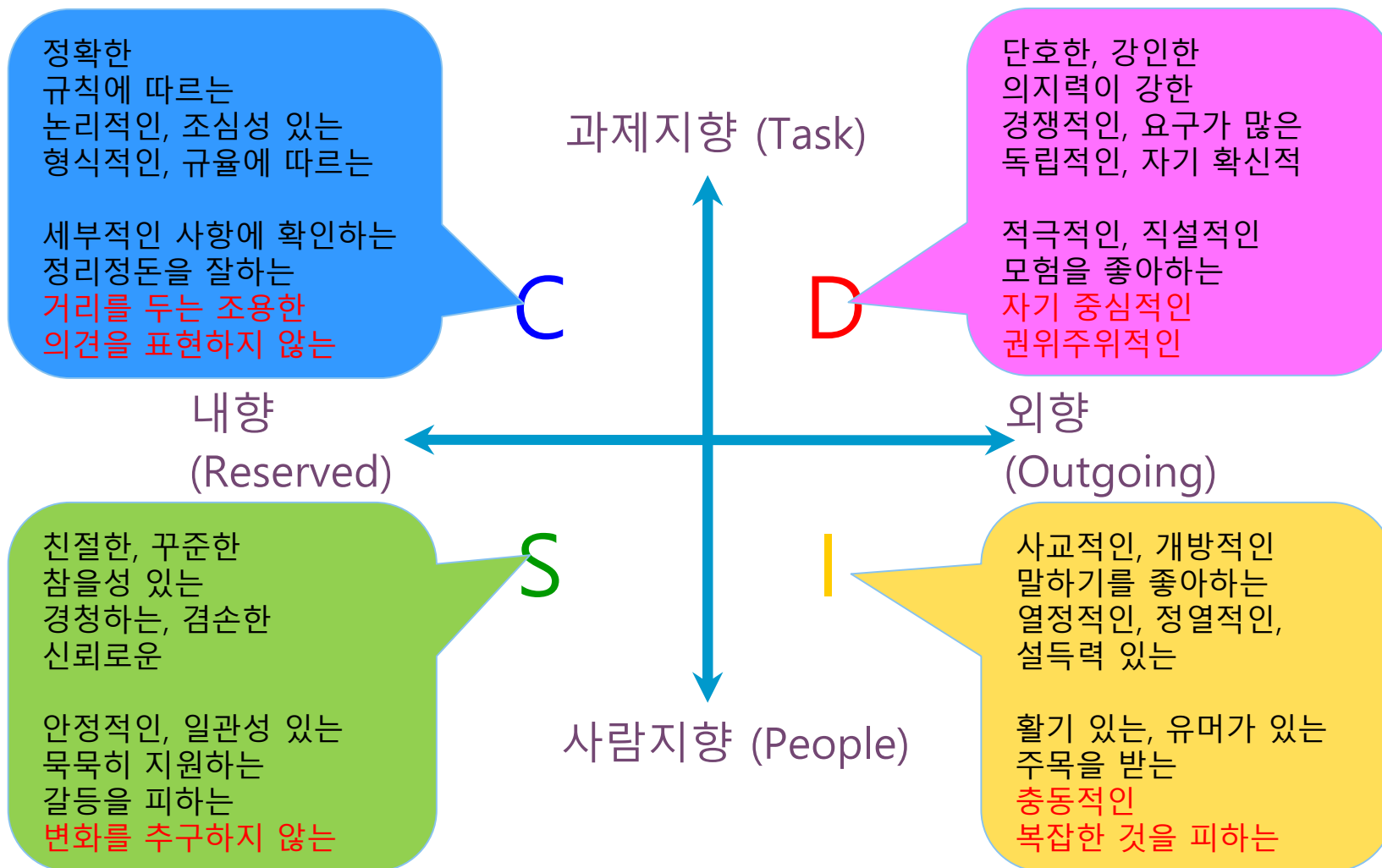
- ❖ 우리 팀과 조직의 행동유형은 무엇인가?
- ❖ 그것이 우리 팀의 과제수행에 어떤 영향을 주는가?
- ❖ 우리는 지금 어디에 있는가?
- ❖ 우리는 지금 어디로 가고 있는가?
- ❖ 우리의 강점과 약점은 무엇인가?
- ❖ 우리의 주요 미션과 과제를 어떻게 실천할 수 있는가?
- ❖ 우리에게 다가오는 변화를 어떻게 관리할 수 있는가?
- ❖ 팀에 존재하는 잠재적 갈등요인은 무엇이며, 어떻게 예방하거나 해소할 수 있는가?



# Communication



## 자기분석 & 장/단점 찾기



# How about our class ?

[illegible]

## 말의 힘 2

