Intercultural Conflict Style Inventory (ICS)

CULTURE

- Learned and shared patterns
- Used to describe

  -Pan National
  -National
  -Ethnic
  -Gender
  -Physical Ability
  -Sexual Orientation

CULTURAL GENERALIZATION

VS

CULTURAL STEREOTYPE

SCREW YOU...
GET BENT...
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CONFLICT

- Disagreements and Emotion
- Incompatibilities
- Interference
- “Culturally Grounded”
- Patterned and Learned
- Preferred Manner

Thomas-Kilmann Conflict Modes

Competing

- Zero-sum orientation
- Win/lose power struggle

Collaborating

- Expand range of possible options
- Achieve win/win outcomes

Compromising

- Minimally acceptable to all
- Relationships undamaged

Avoiding

- Withdraw from the situation
- Maintain neutrality

Accommodating

- Accede to the other party
- Maintain harmony

ASSERTIVENESS

Focus on my needs, desired outcomes and agenda

COOPERATIVENESS

Focus on others' needs and mutual relationships

Intercultural Conflict Style

- We learn our primary way of handling conflict in the culture we grow up in for the longest time.
- People are not very adaptable in their style of relating to others when in conflict situations. We rely on our primary style.
- Emotions are universal, but how you convey them appropriately is culturally determined.

Variables in Conflict Communication

1. How much we rely on the literal message of the words we say.

Direct vs Indirect Messages

2. How much emotion we express.

Emotionally Expressive vs Emotionally Reserved Behavior

Direct Conflict Styles

- Intended message literally stated in words
- Precise, explicit language used
- Face-to-face interaction preferred
- Opinions, wants, and desired outcomes explicit
- Differences of opinions directly stated
- Reasoned arguments used to persuade
- Focus is on facts, details, and evidence

Indirect Conflict Styles

- Intended message implied, not directly stated
- Ambiguous, vague, metaphorical language
- Goals, opinions, disagreements or desired outcomes not specifically stated in an effort to preserve harmony
- Working on “saving face” of all parties more persuasive than “factual evidence
- Agreement may be done to repair relationship
- Focus on maintaining relationship, not on facts or details

Emotionally Restrained Conflict Style

- Emotions are disguised in order to maintain harmony
- Less display of non-verbal behaviour
- Less variation in speech rate, loudness and pitch
- Concern exist that displaying emotions will hurt feelings of the other person
- Keeping emotions hidden increases trust
- Credibility and sincerity are built by avoiding the display of emotions

Summary of Conflict Dimensions

Direct — Indirect

"Say what you mean and mean what you say" (English –USA)

"It is good to know the truth, but it is better to speak of palm trees" (Arabic)

"Nothing done with intelligence is done without speech" (Greek)

"Hear one and understand ten" (Japanese)

Expressive — Restrained

"What is nearest the heart is nearest the mouth" (Irish)

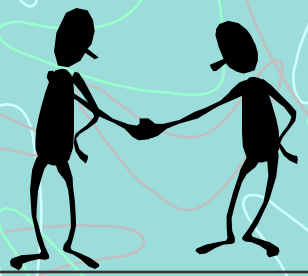
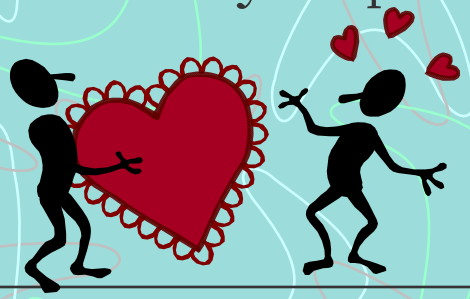
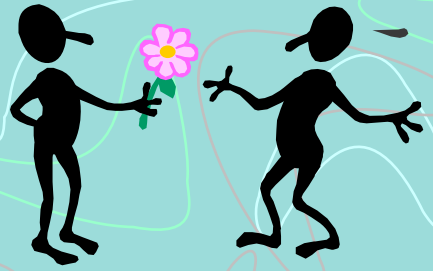
"Silence produces peace, and peace produces safety." (Swahili)

"After the storm, fair weather; After sorrow, joy" (Russian)

"The first to raise their voice loses the argument." (Chinese)

Emotionally Expressive Conflict Style

- Emotions displayed overtly
- Emotions are controlled by expressing them
- Feelings visibly displayed with non-verbal behaviour
- Greater variation in pitch, loudness & speed of speech
- Negative response to requests to restrain emotions
- Commitment & trust shown by amount of emotions
- Credibility and sincerity demonstrated through emotional display

DISCUSSION •Direct •Emotionally Restrained 	ENGAGEMENT •Direct •Emotionally Expressive 
ACCODODATION •Indirect •Emotionally Restrained 	DYNAMIC •Indirect •Emotionally Expressive 

DISCUSSION Conflict Style

Direct - Emotionally restrained

Self-Perceived Strengths

- Confronts problems
- Elaborates arguments
- Maintains calm

Weaknesses Perceived

- Difficulty in reading between the lines
- Appears logical but unfeeling
- Appears uncomfortable with emotional arguements

ENGAGEMENT Conflict Style

Direct – Emotionally expressive

Self-Perceived Strengths

- Provides detailed explanations, instructions and information
- Expresses opinions
- Shows feelings

Weaknesses Perceived

- Appears unconcerned with the views and feelings of others
- Appears dominating and rude
- Appears uncomfortable with viewpoints that are separated from emotion

ACCOMODATION Conflict Style

Indirect – Emotionally restrained

Self-Perceived Strengths

- Considers alternative meanings to ambiguous messages
- Able to control emotional outbursts
- Sensitive to feelings of other parties

- *Weaknesses Perceived*
- Difficulty in voicing own opinion
- Appears uncommitted and dishonest
- Difficulty in providing elaborated explanations

DYNAMIC Conflict Style

Indirect – Emotionally expressive

Self-Perceived Strengths

- Uses third parties to gather information and resolve conflicts
- Skilled at observing changes in non-verbal behaviour
- Comfortable with strong displays of emotion

Weaknesses Perceived

- Rarely gets to the point
- Appears unreasonable and devious
- Appears too emotional

DISCUSSION	ENGAGEMENT
•North America (White) •Europe •Australia/New Zealand •Germany/Denmark	•North America (Black) •Europe (Latin roots) •Central Latin America •Russia •Israel
ACCODODATION	**DYNAMIC**
•North American (Aboriginal) •South Latin America •SE Asia and China	•Middle East (Arab) •South Asia