

Your Character is Walid

About your character "Walid":

Walid is 55 years old. He is emotionally expressive but he is not direct with his reasons and arguments.

He is indirectly expressive to his discomfort and would rather not to make a verbal direct confrontation. He expects that other people know and shall know about what they have done wrong. He is coming from a high context culture which means that he uses implicit messages. He expects from the other side to interpret his implicit messages and understand it.

He is also coming from a power distance culture. In this culture using formal titles and showing special respect to older people is highly important. It is also important in other cultures, but for Walid it is a higher priority. According to Walid you shall also not argue with people who are older than you even if you think that they are wrong. When it comes to business Walid believes that socializing is a key for good business partnership. He is coming from a vertical collectivistic culture. In this culture socializing while keeping formality and the usage of formal titles between employees is the norm.

Walid in conflict:

Walid is a project manager in one International IT company. His position is very valuable to him. He is proud of his position as the supervisor of the employees in the company.

One day, Max who is 25 years old arrived from abroad as a new trainee in the company. Walid was assigned to supervise him. In the weekly general meeting of the company Max corrected Walid while he was presenting his project front of the board members and the CEO.

Walid felt very angry and disrespected. He was already annoyed that Max does not wear a formal dress code. Walid was already annoyed that Max was addressing him with no titles. The incident in the board meeting was the last straw. Walid has decided to cancel all the lunch breaks that he used to take with Max to supervise him. He decided to stop providing him with more information about the company.

Out of anger Walid asked Max to move out from his office to the office of another colleague. He excused himself that he is no longer comfortable with the space. after the cool reactions from Max, Walid is now even more insulted that Max would not even bother to apologize or to excuse his behaviour.

Walid has expressed his anger lately when Max asked for his consultation. He told him "Max I do not have time! I think you know everything and you do not need any consultation from anyone"

Questions:

Put yourself in the character of Walid

1. Walid is following which intercultural conflict style based on the intercultural conflict style inventory by Hammer?
2. What are the values and its prioritization beyond the behavioural patterns of Walid in the situation above?

Mitchell Hammer has developed the intercultural conflict style inventory model. It focuses on two main features when entering a conflict: 1. Disagreement and 2. Emotional negative reaction.

Hammer's model for intercultural conflict like many others tends to predict people actions and reactions in conflict based on their cultural behavioural patterns.

The model has four intercultural styles in conflict. Based on to which extent people are expressive or restrained to their reasons of disagreement and their negative emotions that are associated to it.

The four styles are as below:

1. **Direct:** People with direct style tend to be direct with their arguments and the reasons behind their disagreement. In the other hand they are restrained with their emotions. People with this style tend to clearly and verbally discuss their disagreements and arguments. They are more likely to be judged by others who do not know about the other conflict styles. They are misunderstood as arrogant, emotionless and careless.

2. **Engagement:** People with this intercultural conflict style are open to express their emotions and argument. They use strong body expressions and they involve emotions while expressing why and how they got upset. They do not express only the reason behind their disagreement but also the negative emotions they are experiencing. They are more likely to be judged by others who do not know about the other conflict styles as rude and aggressive.

3. **Dynamic:** People with this conflict style are more open to express their feelings and disagreement through emotional body language expressions and dramatic reactions. They do so without the confrontation about the disagreement and the reason behind it. They are not comfortable with direct discussions about the disagreement. They use implicit hidden messages to deliver their dissatisfaction. They expect from others to be sensitive and to get the reasons behind their emotional expressions and implicit actions. They might be misjudged as unreasonable and confused.

4. **Accommodation:** This people tend to hide their emotions and disagreements. They believe that confrontation might threat the group harmony. Accommodation style to them keeps their face and the face of others. They rather hide their disturbance and keep it to themselves while they are annoyed. This affects their proactivity but still they would avoid discussions. This makes others perceive them as being not honest and tricky.