

Your Character is Max

About Max:

Max is a fresh graduated 25 years old with a degree in IT management. He recently moved to another country to do his internship in an international IT company. He is more restrained to emotions but more direct with reasoning and arguments when entering a conflict.

Max is coming from a low context culture. This means he is taught to express his arguments with verbal clear communication and he is expecting from others to do the same.

He is coming from the small power distance culture. As a student, he was encouraged to be critical with his professors and to stand out from the crowd. He was taught to respect everyone but also, to value and express his opinion. He was taught to express his opinion freely without considering any hierarchal status. Max was raised up in an individualistic culture. For him self-improvement and growth are a big value even if it means that he has to stand out from the crowd. He appreciates so much privacy and he will not mix socializing and personal relationships in business. For Max time is money and time shall be invested wisely in the most profitable way.

Max in conflict:

Max travelled overseas to make his internship in an international IT company. He will stay there for six months and he is determined to make the best out of it. When he arrived, he was introduced to Walid a 55 years old man who is an IT project manager in the company. Walid was assigned to supervise Max. Max was annoyed from Walid approach toward him. Max feels that Walid was spending most of the time asking him about his family and life back in his country. Max feels that Walid is wasting his time on minor talks. This made him feel that Walid is not serious and he does not like to share his knowledge and experiences.

Recently Walid and Max had a meeting with the board. In this meeting Walid was presenting his project and Max was invited as an observer to learn. After the presentation Max corrected Walid in front of the board. Max thinks that this intervention is appreciated and respected. Before this incident Max was perceiving the behaviours of Walid as not clear and confusing. After this incident max feels that Walid became more weird, dramatic and even more confusing. This is because Walid cancelled most of their meetings. He asked him to move out from their shared office to the office of another colleague without any reasonable excuse.

Max is very confused about Walid behaviours; he believes that Walid is so dramatic and confused. He told Walid that he shall not cancel the meetings for consultations without any reasonable cause. He told him that this is a waste of time. He said to Walid "Walid there is no time and you cannot just cancel the meetings without any reason. I want to learn and I do not have much time I am staying here only for six months". Walid insisted on the cancelation and he did not give to Max any clear or valid reasons. After this incident Max decided to talk to the CEO about changing supervisors. Saeed another employee in the company advised Max not to do so and to respect that Walid is older and in a higher position than him. Saeed told Max that the management will not do anything about this and he will put himself in a worst

situation. Now Max is confused and he does not know what to do. Because he is wondering if making a complaint to the management will not help then what he shall do about it?

Put yourself in the position of Max

1- Max 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 Max in the situation above?

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.