



LINEAR	CIRCULAR
<b>Communication is conducted in a straight line, moving in a linear way toward the main point. "Getting to the point" is very important and the point is stated explicitly. Not getting to the point quickly is seen as a time waster.</b>	<b>Communication is conducted in a circular manner around the main point. The point may be left unstated because the verbal and nonverbal information provided is sufficient for understanding. Stating the point explicitly is seen as insulting to the other person.</b>
Be brief	Be elegant and flowing with your remarks.
Preface your remarks with "the point is..."	Never preface a comment with "the point is..."
Provide only as much explanation as the other person needs.	Embellish your remarks with stories and anecdotes.
Be explicit about the main point.	Let the other person infer the meaning of your comments from the story.
Do not deviate from the main point.	
DIRECT	INDIRECT
<b>What one means is stated in a very straightforward and direct manner. There is no "beating around the bush." Directness is equated with honesty and respect for the other person.</b>	<b>Meaning is conveyed by subtle means such as nonverbal behavior, parables and stories, suggestions and implication. Indirectness is equated with politeness and respect for the other person.</b>
Respect the other person's time.	Respect the other person's feelings.
Don't create ambiguity or uncertainty by avoiding the issue.	Don't put the other person on the spot by being too direct.
Be straightforward.	Be polite.
LOW CONTEXT	HIGH CONTEXT
<b>The context of the communication is <i>not</i> assumed to be known. Things must be explained clearly and unambiguously. Meaning must be expressed precisely.</b>	<b>The context for communication is assumed to be known. Hence it is unnecessary, even insulting to explain things and state meaning precisely. Meaning is taken from context.</b>
Always communicate clearly, completely, and unambiguously.	Always respect the other person's understanding of the situation.
Don't leave understanding to chance.	Leave understanding up to the other person.
ATTACHED (EMOTIONAL)	DETACHED (UNEMOTIONAL)
<b>Communication is carried out with feeling and emotion. Issues are discussed with passion and commitment. Communication is very expressive. Sharing one's values and feelings about the issues is highly valued.</b>	<b>Communication is carried out in a calm and impersonal manner. This is equated with objectivity, which is valued. Highly expressive, emotional, and engaged communication is inappropriate because this is seen as personalizing the issues and as biased.</b>
State your views with passion and conviction.	State your views dispassionately.
If you care about an idea, show it. Bring yourself as a person into the discussion and show who you are.	Avoid being overly emotional. Avoid personalizing the discussion--keep yourself out of it.



IDEA-FOCUSED	PERSON-FOCUSED
<b>The emphasis is on ideas that are seen as separate from the person. Thus, disagreement with another person's ideas is acceptable and even valued. It is not seen as a personal attack.</b>	<b>The emphasis is on the person, hence great importance is attached to the feelings of the other person. Issues and ideas <i>are not</i> separated from the person. Thus, disagreement with someone's ideas must be handled very carefully.</b>
Listen carefully to the ideas being discussed.	Respond to the person. Be attentive to feelings.
If you disagree with someone's idea, say so.	In your communication, be careful not to hurt the other person's feelings.
Because a person's ideas are wrong doesn't mean there is something wrong with the person.	Understand that an attack on someone's idea is an attack on that person.
TASK-FOCUSED	RELATIONSHIP-FOCUSED
<b>Communication focuses on the task at hand and getting it done. The other person's feelings are secondary. Group harmony is secondary to task completion.</b>	<b>Communication is focused on relationships. Maintaining group harmony is central. The task is secondary. Task completion must not come at the expense of the group or person.</b>
Keep focusing on the task at hand.	Make certain that your concern with the task doesn't come at the expense of someone's feelings and the well-being of the group.
Don't allow too much small talk to sidetrack the task.	Praise the participants for their good work.
Clarify the task.	Never publicly call down a colleague.
Publicly sanction slackards.	
FORMAL	INFORMAL
<b>Communication is governed by strict rules regarding such things as forms of address, ways to address persons of different age and status, topics that can and cannot be discussed, and so on. Communication in many respects is highly ritualized.</b>	<b>Communication is less bound to specific conventions. Persons have more flexibility in what they say, to whom they say it, and under what circumstances. Informal communication might also be demonstrated by the use of the first name, for example.</b>
Study the rules of communication in the target society and follow them.	Try to find out what is allowable in the host society and follow the conventions.