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### Intercultural Case Study and Analysis

The concepts from Chapter 18 that best explain Kenji's and Radhika's communication styles are concepts of high-context communication vs low-context communication and individualist communication vs. collectivist communication.

Both Kenji and Radhika come from high-context, collectivist cultures. In Japan and India, communication is often indirect and focuses on respect for hierarchy. Kenji's hesitation to interrupt or challenge ideas in group settings reflects a cultural emphasis on hierarchy. Radhika's behaviors of remaining quiet and not offering her perspective openly reflect a collectivist communication style. On the other hand, Maria and the team members from the U.S. and Germany work within low-context, individualist cultures where directness and open disagreement are the cultural norm.

These culturally influenced behaviors and communication styles may be misinterpreted by other team members as disinterest or lack of contribution and engagement to the team even though Kenji and Radhika are simply practicing culturally appropriate forms of communication.

If these cultural differences remain unacknowledged, the team may experience hardships in their communication. Cultural misunderstandings can lead to unfair assumptions about team members. For example, misunderstandings can lead to the perception that Kenji and Radhika are not invested in the project. If not addressed, judgments could weaken the team's collaboration

and trust in each other. The group can also face unnecessary frustration and can miss opportunities for valuable input from Kenji and Radhika.

Some specific and practical strategies that Maria could implement to encourage inclusive participation from all team members can be to create a time for each team member to add input without needing to interrupt during meetings. Maria could also introduce one-on-one follow-up calls with each team member to create a space for everyone to feel comfortable sharing ideas. This will allow for each group member to feel comfortable sharing their input.

To better accommodate diverse cultural practices, team members can adjust their communication styles by recognizing that professionalism may look different across cultures. Asking questions in a respectful manner and creating a comfortable space where different communication styles are welcomed rather than judged will help the team dynamic.

Understanding these intercultural dynamics expands my perspective as both a team member and leader. Working in a large corporation reminds me to be open-minded and observant in team settings. Personally, I try to create inclusive spaces and continue learning about cultural differences to enhance intercultural communication. Being intentional about intercultural communication strengthens my relationships and leads to more effective teamwork while avoiding miscommunication.

What surprised me the most about intercultural communication challenges is how much cultural norms may influence the way people resolve conflict. One part of Chapter 18 made me reflect on different conflict resolution styles. More specifically, it made me realize how easily misunderstandings can happen even when everyone has good intentions. When it comes to navigating cultural differences, I feel comfortable. A skill I would like to improve is my ability

to recognize subtle communication styles, such as nonverbal symbols and boundaries across different cultures.