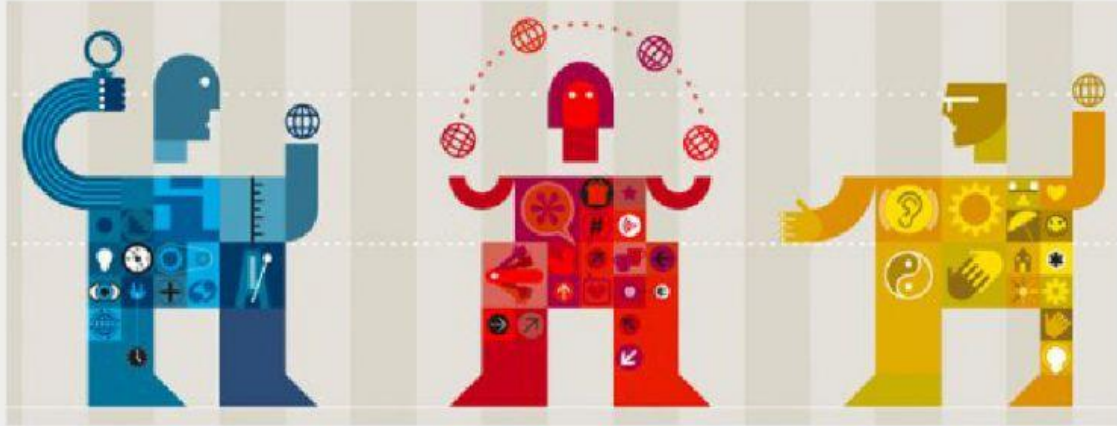


11. The Lewis cultural model



I. Match the vocabulary word to its definition and then find them in the text below:

1. Plot
2. Minefield
3. Norm
4. Stick to
5. Conceal
6. Compromising
7. Deference
8. Confined
9. Loquacious
10. Foresee

A. Keep from sight; hide.
B. Be aware of beforehand; predict.
C. Mark (a route or position) on a chart.
D. Adhere or cling to a substance or surface.
E. Talkative
F. An area planted with explosive mines.
G. Humble submission and respect.
H. Something that is usual, typical, or standard.
I. Settle a dispute by mutual concession.
J. Keep or restrict someone or something within certain limits

The Lewis model explains every culture in the world

By Gus Lubin, Sept. 6th, 2013.

A world traveler who speaks ten languages, British linguist Richard Lewis decided he was qualified to plot the world's cultures on a chart. He did so while acknowledging the dangers of stereotypes.

"Determining national characteristics is like walking through a minefield of inaccurate assessment and surprising exceptions," Lewis wrote. *"There is, however, such a thing as a national norm."* Lewis plots countries in relation to three categories: Linear actives, Multiactives and Reactives.

- Linear-actives: Tend to be task-oriented, highly organised planners who complete action-chains by doing one thing at a time, with a linear agenda. They prefer direct discussion, sticking to facts and figures from reliable, written sources. Speech is for information exchange and they talk and listen in equal proportions. They are truthful rather than diplomatic and do not fear confrontation, sticking to logic rather than emotions. They partly conceal feelings and value a certain amount of privacy. They are results-oriented and like to move quickly forward, compromising when necessary to achieve a deal. Rationalism and science dominate their thinking more than religion. Germans and Swiss are in this group.
- Multi-actives: Loquacious, lively and impulsive people who attach great importance to feelings, relationships and people-orientation. They like to do many things at the same time and tend to feel confined by agendas. Interruptions in conversations are frequent, they try to speak and listen at the same time, and they are uncomfortable with silence. People trade in rumour and gossip and show less respect for official announcements, rules or regulations. They have limited respect for authority, but accept their place in their own social or work hierarchy. Procrastination and unpunctuality are frequent because people are flexible and often change their plans. They use charisma, rhetoric, manipulation and negotiated truth. They are diplomatic and tactful and often avoid laws and officialdom to take "short cuts". Italians, Latin Americans and Arabs are members of this group.

- **Reactives:** They are the world's best listeners. They prioritize courtesy and respect, listening quietly and calmly to their interlocutors and reacting carefully to the other side's proposals. A decent period of silence after the speaker has stopped shows respect for the weight of the remarks, which must be considered carefully and with due deference. Their preferred mode of communication is monologue–pause– reflection–monologue and they tolerate silences well. As reactive cultures tend to use names less frequently than westerners, the impersonal, vague nature of the discussion is further accentuated. Lack of eye contact and small talk does not come easily. They are economical in movement and effort and do not waste time reinventing the wheel. Although they always give the impression of having power in reserve, they are seldom aggressive and rarely aspire to leadership. Chinese, Japanese and Finns are in this group.

The point of all of this analysis is to understand how to interact with people from different cultures. "By focusing on the cultural roots of national behavior, both in society and business, we can foresee and calculate with a surprising degree of accuracy how others will react to our plans for them, and we can make certain assumptions as to how they will approach us," Lewis writes.

Adapted from: <https://www.businessinsider.com/the-lewis-model-2013-9>

II. After reading the text, design a poster illustrating the general characteristics and examples of each culture type.

