Intercultural Training
Kenya

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What is Culture?

“A fish only realizes it needs water for living when it is no longer swimming in water. Our culture is to us like water to the fish. We live and breathe through our culture.”

Dr. Fons Trompenaars
The iceberg model

behaviour

language

architecture

heroes

artefacts

visible

mentefacts

non visible

beliefs

attitudes

values

practices

systems

institutions

rituals

traditions
II. Intercultural Insights
Key Values in Kenya

- Community
- Family
- Fraternity
- Loyalty
- Personal Liberty
- Faith
- Continuity
- Determination
- Innovation
- Simplicity
- Hospitality
- Friendship
- Unity
Building Relationship

Business relations  Business relations
# Direct vs. Indirect Communication

<table>
<thead>
<tr>
<th>direct</th>
<th>indirect</th>
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<tbody>
<tr>
<td>factual information</td>
<td>subtle communication</td>
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<tr>
<td>context is not important</td>
<td>context is important</td>
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<tr>
<td>what is said?</td>
<td>how is something said?</td>
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<tr>
<td>direct speech</td>
<td>symbolic/metaphorical speech</td>
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<tr>
<td>open criticism</td>
<td>maintain social harmony</td>
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<tr>
<td>verbal aspects</td>
<td>non-verbal aspects</td>
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Advantages of Direct Communication

• Clear
• No room for misunderstandings
• Quicker communication
• You know where you stand/ What to expect
• You can clearly disagree with counter arguments
• People can be held accountable
• No room for excuses
Disadvantages of Direct Communication

- People might be offended – social harmony can be disrupted
- Lack of empathic communication
- Receiver might feel put on the spot
- Direct yes or no questions leave no room for face saving activity
- Context is hardly considered
- Never assume that anything which has not been put into words will be understood
Nonverbal Communication

approx. 80% of all human communication takes place nonverbally!

• Gestures
• Facial Expressions
• Eye Contact and Gaze
• Space and Distance (Proxemics)
• Silence
• Touch
Body language: It can happen, one...

- stands very close while speaking and comes very close in queues
- maintains the handshake throughout a conversation.
- Shakes hands to agree on a point made. Friends and business people do this.
- does not maintain regular eye contact when speaking, mostly in rural areas. It is not necessarily sign of dishonesty
- gestures a lot for emphasis when speaking.
Small Talk: good topics

Journey
Weather
Food
Books, Films
Beautiful countryside of the country
Sport
Home country
Job
Family and friends
Small Talk: topics to avoid

Taboo topics mostly depend on the context !!!

Colonial history

Unemployment

AIDS

Corruption

Poverty

Criticizing the government

Don‘t be educational and smart-alec!
Kenya - Multi-Focused Time Planning

• Reconfirm appointments!
• Interrupting meetings because of another appointment is considered as disinterest
• Do not abandon planning, but learn to improvise!