

OVERVIEW -- "OPEN"

1 GRAPHIC TITLE

Title graphic over a colorful background of international goods/gifts or food.

ADD TITLE "OPEN MIND, OPEN WORLD"

ADD SUBTITLE "BRIDGING THE GLOBAL COMMUNICATION DIVIDE"

2 INT. INTERNATIONAL MARKET

The program begins with scenes from a farmer's market and international bazaar. In this non-work environment, the faces and accents are diverse as well as relaxed. The sellers and buyers are each getting what they want with a minimum of confusion and friendly interaction. These scenes should be shot to look as though there are in any urban location in a cosmopolitan city. The primary language spoken is English, although much of it is accented.

The music is not a tune, but more of a global (non-identifiable by a country) rhythm.

NARRATOR (V.O.)

We are all products of our culture.

A two shot showing two obviously different cultures (shopper and shop owner) so that we do not identify either one as 'different'.

NARRATOR (V.O.) (CONT'D)

As we grow up, we come to believe that our culture is normal and other cultures are different - or unusual.

Show a child in the shot who belongs to either the shopper or the shop owner.

NARRATOR (V.O.) (CONT'D)

By age three we have formed opinions about right and wrong, good and bad, true and false and possible or impossible. As adults, we continue to observe the world around us through the lens of our own culture.

BILL, a mid 50s African American is task oriented, direct, values equality and is self-focused. He has a bag of fruit that he has just bought (star fruit? Something exotic?) He strolls into the scene and admires hand made gifts packaged in bundles of two.

BILL

Excuse me. I don't want a pair of these. Can I just buy one?

The shop keeper smiles.

SHOPKEEPER

Oh yes. \$10 dollars.

BILL

A pair is \$10.

SHOPKEEPER

Yes. \$10 for a pair.

BILL

Can I give you money for just one?

SHOPKEEPER

Yes. You can buy one for \$10.

Bill laughs and provides \$10 and takes two of the items. Their transaction continues with the sound under.

NARRATOR

Language differences can cause communication errors - but language is just the tip of the iceberg. Underneath the behavioral surface there are beliefs and attitudes about everything from personal space and eye contact to word choice and risk tolerance.

The shopkeeper takes the \$10 bill and snaps it sharply (making sure it is real). Bill takes note of this, but says nothing. The shopkeeper always checks the money to make sure it is real and thinks nothing of it.

NARRATOR (CONT'D)

Successfully interacting with global colleagues and customers begins with the mindset that people mean well in their actions to others. Being open to learning about why and how others react and respond in certain situations will go a long way toward improving relationships, solving problems and increasing productivity. In a global marketplace, understanding verbal and nonverbal cues is necessary for effective communication.

3 GRAPHIC CITY TRANSITION

Shots of building exteriors (windows and glass and reflections) provide a generic urban cityscape over which to add text.

TEXT: TASK OR RELATIONSHIP?

NARRATOR (V.O.)

Although we as people are unique, cultures as a whole tend to act in similar ways. For example, some view time as best spent on tasks. Some focus on relationships.

TEXT: HIERARCHY OR EQUALITY?

NARRATOR (V.O.) (CONT'D)

Some put great value on authority or hierarchy. Others, equality.

TEXT: RISK TOLERANCE OR AVOIDANCE?

NARRATOR (V.O.) (CONT'D)

Approaches may vary from accepting risk to avoiding risk.

TEXT: INDIVIDUAL OR THE GROUP?

NARRATOR (V.O.) (CONT'D)

A person's basic identity and motivation can be distinct and separate, or based on being part of a group.

TEXT: DIRECT OR INDIRECT?

NARRATOR (V.O.) (CONT'D)

Even how directly or indirectly a person speaks may vary greatly from one culture to another.

4 INT. "GLOBAL PRODUCTS" ENTRYWAY OR HALLWAY

Bill enters his workplace, which is an office building like many others. It is a global manufacturing company and we are at the headquarters.

ONE LONG TRUCKING OR STEADY CAM SHOT

Bill enters the building and greets people. He carries his two small bags from the international market.

NARRATOR (V.O.)

Cultural differences impact us in both our social lives and work environments. This diversity is enriching but can also be challenging in the work environment.

Bill continues through the office.

FREEZE EFFECT ON BILL

Bill freezes and is cut out" as the background goes into soft focus or colorized in some manner.

BILL (V.O.)

(inner thoughts)

*How can Mexico be that much different?
Our strollers are flying off the
shelves in the U.S. but we can hardly
give them away in Mexico.*

Bill comes back to life. As he walks past Mr. Chen, the camera will begin to follow him as he exits a break room with a cup of tea.

Chen Dabi, mid 40s, is from China. He is Relationship / Indirect / Hierarchy / Group / Low uncertainty avoidance. He is the Lead Product Engineer for Global Products.

NARRATOR (V.O.)

Cultural misunderstandings can be costly. Clarifying e-mails can waste precious time. Sales may be lost if we don't understand what the customer values. Productivity can suffer when global communication breaks down.

The camera follows Mr. Chen Dabi.

FREEZE EFFECT

MR. CHEN (V.O.)

(inner thoughts)

*To negotiate we must have solid
information. The last email did not
provide the background that we need.
Without it, how can we win this new
contract?*

Mr. Chen comes back to life and walks down a hallway.

As he passes an office, he keeps going, but the camera enters a conference room where we see Margaret (early 40s from Great Britain) on her laptop and hard at work. Margaret is Task / Direct / Equality / Self and Low uncertainty avoidance.

She is ad-lib speaking on her cell phone.

NARRATOR (V.O.)

In some cases, what is not said is more important than what is said.

Margaret freezes as the others did.

MARGARET (V.O.)

(inner thought)

It's been three months since I sent the information. How much more do they need? I'd be on schedule were it not for these frightful delays. How can I move the project ahead straightaway and not seem rude?

NARRATOR (V.O.)

Working across cultures means understanding verbal and non verbal cues and being willing to adjust your behavior when necessary.

5 GLOBAL MONTAGE

Show our global actors at work in their offices, intercut with the business school and diverse students, intercut with the international market.

NARRATOR (V.O.)

By understanding the range of cultural differences, you can open the door to new business opportunities and improve current relationships.

6 GRAPHIC

The acronym is displayed on one side of the screen and an international sea of faces is on the other side of the screen.

ADD LETTERS O-P-E-N

NARRATOR (V.O.)

There are four steps you can use to bridge a potential cross-cultural communication gap.

ADD TEXT "OBSERVE THE BEHAVIOR"

NARRATOR (V.O.) (CONT'D)

First - observe the behavior of your global colleagues or customers and pay attention to visual and auditory cues. Look for differences in meeting participation - how is everyone engaged? Observe the tempo of work - do some move quickly and others cautiously? Listen for signs of cooperation or competition - does it sound like progress is being made?

ADD TEXT "PREPARE A RESPONSE"

NARRATOR (V.O.) (CONT'D)
If your team is stalled, take a moment
to prepare a response that considers
any cultural differences you observed.

ADD TEXT "ENGAGE IN COMMUNICATION"

NARRATOR (V.O.) (CONT'D)
To help bridge any gaps in
communication, engage others in a
way that demonstrates sensitivity to
how people from various cultures
interact.

ADD TEXT "NOTICE THE RESULTS"

NARRATOR (V.O.) (CONT'D)
And then notice the results of your
attempt. Was it helpful? Did it
work well - or not at all? Are there
any cultural cues you may have missed?

ADD AN ARROW TO INDICATE THAT THE PROCESS LOOPS

NARRATOR (V.O.) (CONT'D)
Be patient if the results are not
what you expected or wanted. Take a
moment to reconsider any reaction,
and try again - perhaps with a
different approach.

THE O-P-E-N GLOWS OR IS HIGHLIGHTED IN SOME MANNER

NARRATOR (V.O.) (CONT'D)
When you are open to differences and
are willing to use these cross-
cultural communication steps, you
can bridge the communication gaps
that may exist in the global
workplace.

THE SECTION ENDS / DVD STOPS