



**IV. Wiener Konferenz für Mediation  
IV. Vienna Conference for Mediation**

**Konfliktlösungen in Zentral- und Süd-Ost-  
Europa – ein Spiegel der Konflikt  
Management Kulturen**

**Conflict resolution in Central and South-East Europe  
– a mirror of conflict management cultures**

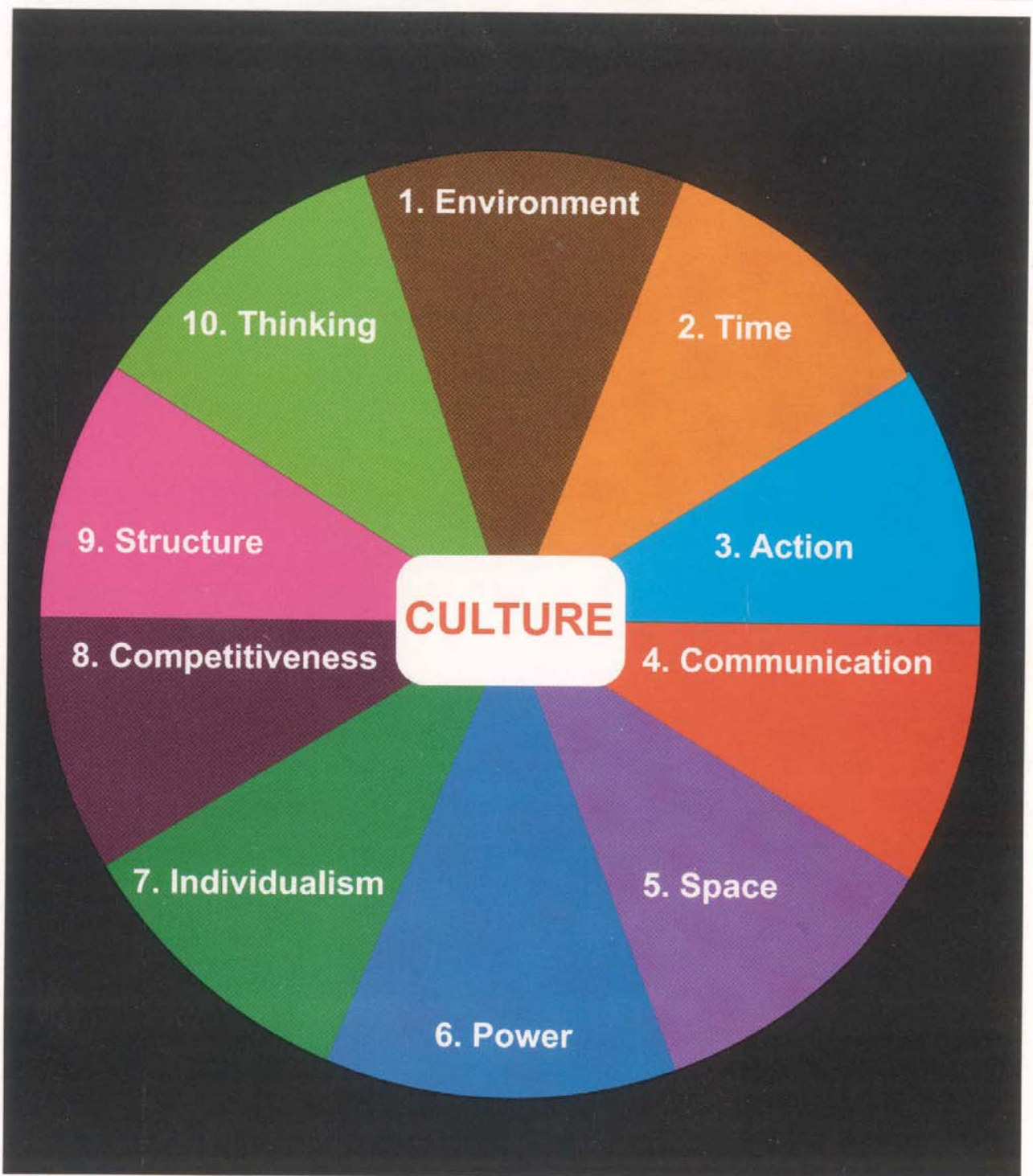
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# **CULTURAL ORIENTATIONS™**

IMPROVING CROSS-CULTURAL BUSINESS COMMUNICATIONS

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## **1. Environment**

### **Control**

People can dominate their environment; it can be changed to fit human needs.

### **Harmony**

People should live in harmony with the world around them.

### **Constraint**

People are constrained by the world around them. Fate, luck, and change play a significant role

*CEE: The more you go east, the more culture shifts from "Control" to "Constraint".  
„Harmony" is rarely to be found.*

## **2. Time**

### **Fixed**

Punctuality defined precisely

### **Fluid**

Punctuality defined somewhat loosely

*CEE: The more eastern you are the more fluid is the time management.*

### **Past**

High value placed on continuance of traditions

### **Present**

Short-term orientation aimed at quick results.

### **Future**

Willingness to trade short-term gain for long-term results.

*CEE :In all countries of this region the past has a high value. Historical developments always have to be kept in mind and influence a lot the present discussions, considerations and also actions.*

### **3. Action**

#### **Doing**

Task centered. Stress placed on productive activity in goal accomplishment and achievement.

#### **Being**

Relationship centered. Stress placed on working for the moment, experience rather than accomplishment.

*CEE: The culture with is much more “being” oriented than in Western Europe. Relationship is specially in the beginning much more focused than facts and tasks.*

### **4. Communication**

#### **High context**

Shared experience makes certain things understood without them needing to be stated explicitly. Rules for speaking and behaving are implicit in the context.

#### **Low context**

Exchange of facts and information is stressed. Information is given primarily in words, and meaning is expressed explicitly.

*CEE: The culture is much more “high context”.*

#### **Direct**

Preference for explicit one - or two – way communication, including identification, diagnosis, and management of conflict.

#### **Indirect**

Preference for implicit communication and conflict avoidance.

*CEE: The culture is much more “indirect”*

## **5. Space**

### **Private**

Individual orientation to the use of physical space. Preference for distance between individuals.

### **Public**

Group orientation to use of physical space. Preference for close proximity.

*CEE: The space is used more "public" There is a preference for closer distances between individuals.*

## **6.Power**

### **Hierarchy**

Value placed on power differences between individuals and groups.

### **Equality**

Value placed on the minimization of levels of power.

*CEE: Hierarchy is by sure the overwhelming principle .*

## **7.Individualism**

### **Collectivistic**

Individual interests are subordinate to group interests. Identity is based on the social network. Loyalty is highly valued.

### **Individualistic**

The "I" predominates over the "we". Independence is highly valued.

*CEE: Attention: this is the biggest trap nowadays. Within well educated younger people the culture has absolutely shifted from collectivism to individualism. The young careerists are much more "I" predominated than in Western Europe.*

## **8. Competitiveness**

### **Competitive**

Achievement, assertiveness, and material success are reinforced.

### **Cooperative**

Stress is placed on the quality of life, interdependence, and relationships.

*CEE: The culture is much more cooperative.*

## **9. Structure**

### **Order**

High need predictability and rules, written and unwritten. Conflict is threatening.

### **Flexibility**

Tolerance of unpredictable situations and ambiguity. Dissent is acceptable.

*CEE: The culture is to need more flexibility. But be careful: dissent is acceptable - conflict threatening because there is another distinction between the term than we are used to.*

## **10. Thinking**

### **Linear**

Preference for analytical thinking, which breaks problems into small chunks.

### **Systematic**

Preference for holistic thinking, which focuses on the big picture and the interrelationships between components.

*CEE :The thinking is much more systematic than in Western regions.*

# KONFLIKTESKALATION

## Stufenmodell nach Glasl

Hauptstufe I

Intervention



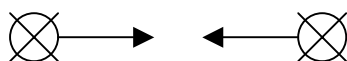
Moderation

Hauptstufe II



Mediation

Hauptstufe III



Machteingriff

## **Conclusions for Conflict Management in CEE:**

- 1. The more East the later (following the escalation levels model of Glasl) a dissent will be identified as a “real conflict”.**
- 2. If a conflict is identified, parties would tend to look for “power intervention”.**
- 3. Therefore the field for “Mediation” is a very narrow one.**
- 4. The more the awareness about different escalation levels of conflict will be enlarged, the more the possibilities for mediation will grow!**