**THE HEAD OR THE HEART: TWO TYPES OF TRUST AND HOW THEY GROW**

*Source: Erin Meyer, ‘The Culture Map’*

Make a quick mental list of five or six people you trust - people from different areas of your life. Then consider for a moment how the trust you feel for each person was built. What events led you to trust them?

You might notice that the type of trust you feel for one person is very different from the type of trust you feel for another. One simple distinction is between two forms of trust: **cognitive** and **affective**.

**Cognitive trust** is based on the confidence you feel in another person’s accomplishments, skills, and reliability. This is trust that comes from the head, often built through business interactions: We work together and you do your work well. Result: I trust you.

**Affective trust**, by contrast, arises from feelings of emotional closeness, empathy, or friendship. This type of trust comes from the heart: We laugh together, relax together, and see each other at a personal level, so that I feel empathy for you. Result: I trust you.

**Task-based**
Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation.

**Relationship-based**
Trust is built through sharing meals, evening drinks, and visits at the coffee machine. Work relationships build up slowly over the long term.

**WORD OF THE WEEK**

**Fika**
(Swedish noun) Fika means making time for friends and colleagues to share a cup of coffee (or tea) and a little something to eat.

Fika stands for a legitimate reason to set aside a moment for quality time. Accompanying sweets are crucial. Cinnamon buns, cakes even open-faced sandwiches pass as acceptable fika fare.
How is time perceived in your culture?

**Linear-Time**

The focus is on the deadline and sticking to the schedule. Emphasis is on promptness and good organisation over flexibility.

**Flexible-Time**

Many things are dealt with at once in a fluid manner and interruptions are accepted. Flexibility is valued over organisation.

**ATTITUDES TO TIME DIFFER ACROSS DIFFERENT CULTURES**

*Source: Erin Meyer, 'The Culture Map'*

Schedules, deadlines, time pressure... we are all painfully handcuffed to the notion of time. Scheduling is a state of mind that affects how you organise your day, how flexible those plans are. Yet the way we manage our time differs greatly across cultures.

For example, Germanic, Anglo-Saxon, and Northern European countries see time as linear. In these cultures, project steps are approached in a sequential fashion, completing one task before beginning the next. One thing at a time, no interruptions allowed. Any behaviour that distracts from the predefined tasks at hand is usually considered rude.

By contrast, Latin, Middle Eastern and many African cultures perceive time as flexible. Here, tasks change as opportunities arise, meetings grow in unpredictable ways, and the effective manager is flexible enough to capitalise on emerging new ideas and priorities. Frequent shifts in direction are seen as natural and necessary.

What is your experience of time?
People from all cultures believe in ‘constructive criticism’. Yet what is considered constructive in one culture may be viewed as deconstructive in another.

The Evaluating scale provides a bird’s eye view of just how direct people in different cultures are with negative criticism. Many European countries fall to the direct side of the scale, with the Russians, Dutch, and Germans as particularly prone to offering frank criticism.

On the right side of the scale, fall most Asian countries, which are also considered collectivist cultures whereby relationships are of great value. In order to prevent you from losing your face in public, negative feedback is, therefore, be given softly and in person.

This is not to say that relationships do not matter on the lefts side of the scale. Here, being direct is equivalent to being honest, transparent and, therefore, respectful to one’s work.

Direct Negative Feedback
Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages are not softened by positive ones. Criticism may be given to in front of a group.

Indirect Negative Feedback
Negative feedback to a colleague is given softly, subtly, diplomatically. Positive messages are used to wrap negative ones. Criticism is given only in private.

HOW TO GIVE AND RECEIVE FEEDBACK ACROSS CULTURES

Source: Erin Meyer, ‘The Culture Map’

People from all cultures believe in ‘constructive criticism’. Yet what is considered constructive in one culture may be viewed as deconstructive in another.

The Evaluating scale provides a bird’s eye view of just how direct people in different cultures are with negative criticism. Many European countries fall to the direct side of the scale, with the Russians, Dutch, and Germans as particularly prone to offering frank criticism.

On the right side of the scale, fall most Asian countries, which are also considered collectivist cultures whereby relationships are of great value. In order to prevent you from losing your face in public, negative feedback is, therefore, be given softly and in person.

This is not to say that relationships do not matter on the lefts side of the scale. Here, being direct is equivalent to being honest, transparent and, therefore, respectful to one’s work.

WORD OF THE WEEK
Tartle (Scottish verb)

We have all been there. Minding your own business, walking down the street, when suddenly you catch the eye of someone familiar. You know the face, but you can’t remember the name.

They say hello, include your name in the greeting, and you respond with: ‘Hi... Um... Erm... Steve!’

This is known as a tartle, a unique word to the Scots language that defines the hesitation shown in trying to remember someone’s name.