To assess where your own culture falls on this scale, ask yourself the question: ‘If someone in your culture disagrees strongly with your idea, does that suggest they are disapproving of you or just the idea?’

In more confrontational cultures, it seems quite natural to attack someone’s opinion without attacking that person. In avoid-confrontation societies, these two things are tightly interconnected.

In Japan, for instance, it is considered deeply impolite to challenge or refute another person’s point of view openly or publicly. Even the slightest deviation from the other person’s perspective must be made by the subtlest hint in order to preserve group harmony.

By contrast, in more confrontational cultures, disagreement is regarded not as a matter of personal emotion, but rather as a valuable intellectual exercise from which new ideas, information and truth emerge.

**CONFRONTATION: LOSS OF FACE OR SPIRITED DEBATE?**

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

Disagreement and debate are positive for the team and do not negatively impact relationships.

Disagreement and debate are negative for the team. Open confrontation breaks group harmony.

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**PRICE ZIP**

(Czech verb) the closest in English to prozvonit is ‘to send someone a missed call’. A less philosophical Czech word, prozvonit means calling someone and immediately hanging up so they have to call you back, thus simultaneously saving yourself money and being the most annoying person in your friend’s phonebook.