



Berlitz[®]

**RETAINING INTERNATIONAL TALENT
THROUGH LANGUAGE AND CULTURE**

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LANGUAGE & CULTURE

WHEN LANGUAGE DECIDES WHO BELONGS



HOW CAN WE SUPPORT BELONGING?

Make Space for Every Voice in Meetings

- ✓ Agendas
- ✓ Intentional turn-taking



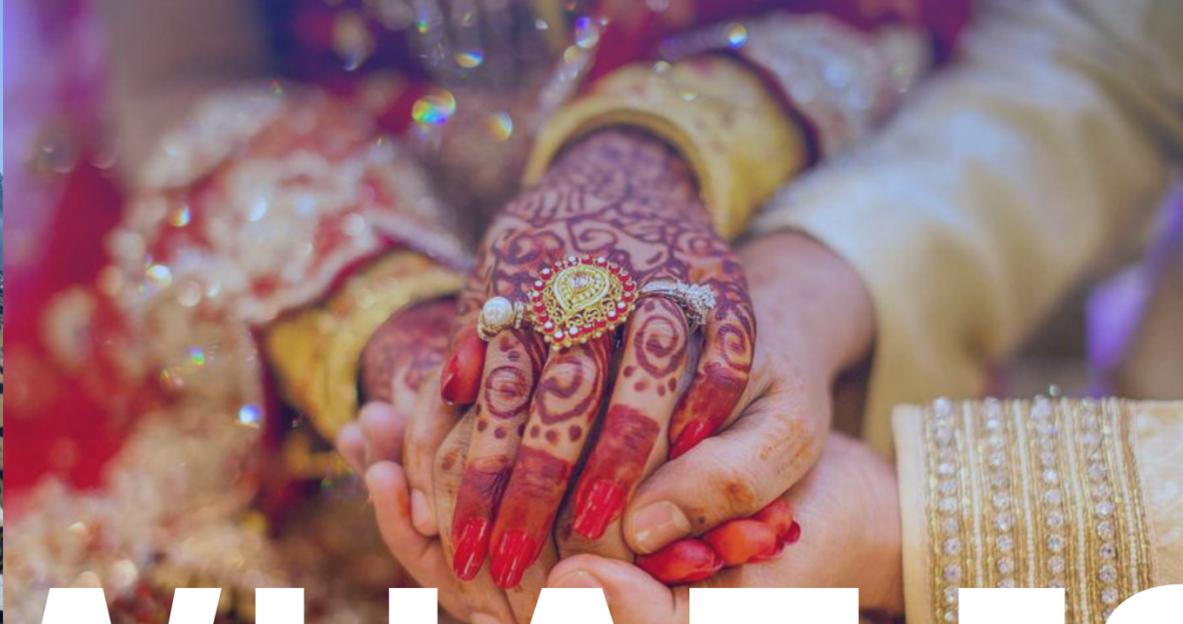
Support Both Languages

- ✓ English for non-native speakers
- ✓ Danish for internationals



Practice Patience

- ✓ Resist switching to English
- ✓ Allow processing time



WHAT IS CULTURE?



THE SIX LEVELS OF CULTURE





Clothes
Music
Greetings
Food
Language

Values
Perceptions
Expectations
Faith
Beliefs
Emotions

VALUES DRIVE BEHAVIOR

The Iceberg Model Edgar Schein, MIT

OBSERVABLE

UNOBSERVABLE

(Underlying Values- Frame of Reference)

CULTURAL FILTERS

BRAZILIANS SAY _____ ARE:

- ___ always in a hurry
- ___ serious, reserved
- ___ cautious
- ___ restrained
- ___ composed
- ___ methodical

JAPANESE SAY _____ ARE:

- ___ relaxed
- ___ friendly, spontaneous
- ___ reckless
- ___ uninhibited
- ___ emotional
- ___ impulsive

CULTURAL PERCEPTIONS



“We don’t see things as they are, we see them as we are.”

Anais Nin

The background of the image shows a group of four diverse business professionals in a meeting. They are seated around a table, looking at documents and laptops. The scene is overlaid with a semi-transparent blue filter. The text "HOW CULTURE DIFFERENCES UNDERMINED PERFORMANCE" is centered over the image in a large, white, bold, sans-serif font.

HOW CULTURE DIFFERENCES UNDERMINED PERFORMANCE

CASE 1

THE 'DISRESPECTFUL' EMPLOYEE

Executive

- Hierarchy
- Indirect Communication

Insubordinate
Disrespectful
Rude

Employee

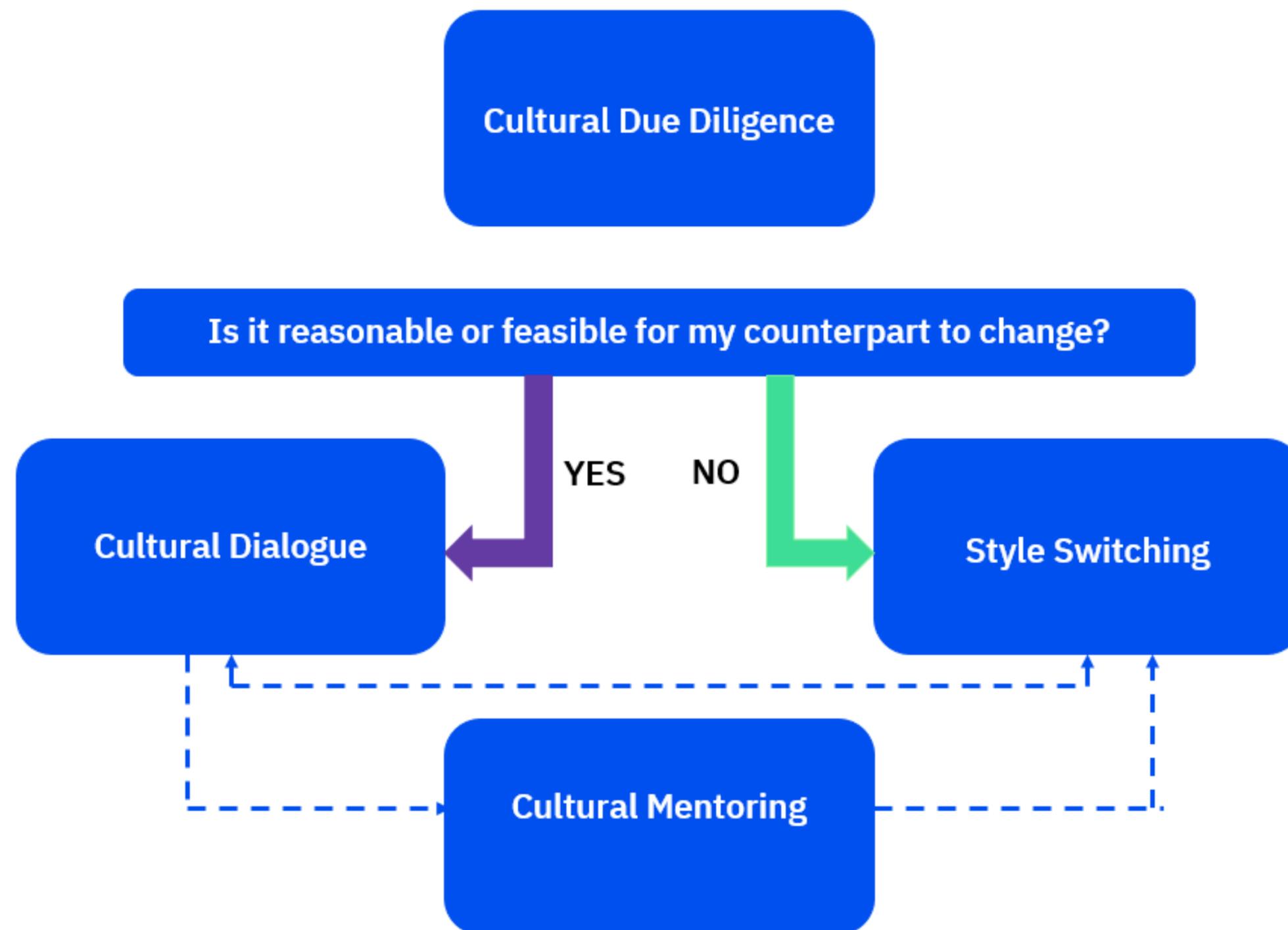
- Equality
- Direct Communication

Team player
Helpful
Professional

The background of the entire image is a photograph of the Golden Gate Bridge in San Francisco. The bridge's iconic red-orange towers and suspension cables are visible against a clear blue sky. The bridge spans across a body of water, with a small white sailboat visible in the lower right. The overall scene is bright and clear.

BRIDGING CULTURAL GAPS

THE FOUR KEY CULTURAL SKILLS



THE COST OF TURNOVER (DKK)

Monthly Salary	Replacement Cost (approx.)
40,000	240,000
60,000	360,000
80,000	480,000



LANGUAGE & CULTURE

**THANK
YOU FOR
LISTENING**

Berlitz[®]



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