

There are several suggestions for how individualists and collectivists might want to consider adapting their behavior and ways of thinking when communicating with each other (Triandis et al., 1988). For individualists to communicate more effectively with collectivists, individualists need to (1) recognize that collectivists pay attention to group memberships and use group memberships to predict collectivists' behavior; (2) recognize that when collectivists' group memberships change, their behavior changes; (3) recognize that collectivists are comfortable in vertical, unequal relationships; (4) recognize that collectivists see competition as threatening; (5) recognize that collectivists emphasize harmony and cooperation in the ingroup; (6) recognize that collectivists emphasize face (public self-image) and help them preserve their face in interactions; (7) recognize that collectivists do not separate criticism from the person being criticized and avoid confrontation whenever possible; (8) cultivate long-term relationships with collectivists; (9) be more formal than usual in initial interactions; and (10) follow collectivists' guide in disclosing personal information.

For collectivists to interact effectively with individualists, collectivists need to (1) recognize that individualists' behavior cannot be predicted accurately from group memberships; (2) recognize that individualists will be proud of their accomplishments and say negative things about others; (3) recognize that individualists are emotionally detached from their ingroups; (4) recognize that individualists prefer horizontal, equal relationships; (5) recognize that individualists do not see competition as threatening; (6) recognize that individualists are not persuaded by arguments emphasizing harmony and cooperation; (7) recognize that individualists do not form long-term relationships and that initial friendliness does not indicate an intimate relationship; (8) recognize that individualists maintain relationships when they receive more rewards than costs; (9) recognize that individualists do not respect others based on position, age, or sex as much as collectivists; and (10) recognize that outgroups are not viewed as highly different from the ingroup by individualists (Triandis et al., 1988).

It is not necessary to try to memorize these lists of how we can adapt our behavior when we communicate with strangers. Rather, what we need to do when we want to adapt our behavior is to become mindful and pay attention to the interactions in which we find ourselves.

(From Gudykunst, W.B. *Bridging Differences. Effective Intergroup Communication*. 4th edition, London: Sage Publications, 2004, p. 265)