

*objective*

**German**

separate person and message.

**American perception**

impersonal, distanced, nervous.

**Recommendation for Germans**

identify yourself more personally with your message.  
use „I“ more often.

**American**

connect person and message.

**German perception**

not objective, personalized, show

**Recommendation for Americans**

be reserved.  
less “I”.

**German**

*competent*

problem as problem.

**American perception**

actively seek problems, pessimistic, negative.

**Recommendation for Germans**

remain problem oriented, but use positive terms.

**American**

problem as opportunity.

**German perception**

unaware of problems, therefore dangers.

**Recommendation for Americans**

acknowledge problems as problems.  
less up-side, more down-side.

**German**

*analytical*

theoretical, systematic.

**American perception**

theoretical, professorial, arrogant.

**Recommendation for Germans**

continue with wholistic approach.  
but signal before going into detail.  
not comprehensive, but relevant and concise.

**American**

factual-anecdotal, particularistic.

**German perception**

subjective, "anecdotal", over-simplifying.

**Recommendation for Americans**

explain method behind data.  
provide more detail vs. holding for Q&A.  
fewer anecdotes, more theory and facts.

**German**

*realistic*

From the present via the past to the future.

**American perception**

no vision. stuck in the past.

**Recommendation for Germans**

tell the history of the situation.  
but only if relevant to understanding the status quo.  
remind listeners that you, too, are focussed on the future.

**American**

From the present to the future.

**German perception**

don't know starting point.

**Recommendation for Americans**

first demonstrate knowledge of status quo via its genesis.  
then address direction forward.

*persuasive*

**German**

inform.  
Auskunftspflicht.

**American perception**

academic lecture, no closing question.  
at times even self-destructive.

**Recommendation for Germans**

Lead audience to (your preferred) decision.  
Ask the closing question.

**American**

sell.  
caveat emptor.

**German perception**

sales presentation, show, unprofessional.  
at times even dishonest.

**Recommendation for Americans**

don't confront with a direct closing question.  
allow argumentation to speak for itself.