

AN INTER-DISCIPLINARY LANGUAGE FOR INTER-DISCIPLINARY COMMUNICATION: ACADEMIC GLOBALIZATION, ETHOS, PATHOS, AND LOGOS

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ABSTRACT

Inspired by the intersection of character, emotions, and logic, much like a Hungarian Rhapsody which is beautifully sad; this paper explores ethos, pathos, and logos in the context of Academic Globalization. As students of the world, an inter-disciplinary language is pivotal for inter-disciplinary communication.

Given that the current state of the world stems primarily from miscommunications, it is imperative to launch a cognitive language tool which underscores global commonalities and mitigates cultural differences. Such a platform would foster interdisciplinary research, education, and communication.

New paradigms would evolve, grounded in ethos, pathos, and logos. Like yin and yang, these states are interrelated, interacting, and interchanging learning spheres. Just as day and night blend at some point; just as the Parthenon epitomized Greek thought, celebrated the birthplace of democracy, and for the first time, depicted everyday citizens in friezes- underscoring their impactful role- ethos, pathos, and logos represent cross-disciplinary communication devices which synergistically transform and ignite academic globalization.

The Literature Review links the concepts of ethos, pathos, and logos with the seminal work Lewis and his LMR framework, which

has given birth to Cultureactive and subsequently to ICE [InterCultural Edge].
http://www.fuqua.duke.edu/ciber/programs/we_organize/ice/

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PROPOSITION

Particularly relevant to this paper is the fact that the Parthenon columns are slanted inwards, and if extended into the sky, would intersect at about one mile above the earth. This extension beyond traditional thought and subsequent intersection represent character/credibility (ethos), emotion (pathos), and logic (logos). Moreover, Lewis' LMR framework, i.e. Linear-active, Multi-active, and Reactive, are the vehicle for an inter-disciplinary language which enables interdisciplinary communication.

In conclusion, this paper suggests that extending the LMR framework beyond conventional boundaries provides the foundation for inter-disciplinary language and thus fosters inter-disciplinary communication. Ethos, pathos and logos accelerate a rich communication platform, within the context of Academic Globalization.

Keywords: Globalization, International Business, Culture, Strategic Management, Communication, Leadership, Decision-making

LITERATURE REVIEW

The origin of ethos, pathos and logos began over 2,000 years ago:

The Greek philosopher, Aristotle argued that persuasion can be divided into three categories: ethos, pathos and logos [18] & [19].

Ethos [Greek for character]

Ethical Appeal – Persuasion emanates from the credibility, authority, or reputation of the speaker or writer. An ethos-principled argument is characterized by an appeal based on ethics or credibility.

Pathos [Greek for experience or suffering]

Emotional Appeal – Persuasion is grounded in sympathy, emotion, or instinct. A pathetic story conveys emotion and imagination such that the audience is empathetic with the values and beliefs of the speaker or writer.

Logos [Greek for word]

Logical Appeal – Persuasion rests with reason and refers to an argument's logical appeal. Of paramount importance is the internal consistency of an argument and supporting evidence, e.g. constructs such as if A, then B.

Of seminal importance is HOW something is communicated, not WHAT is communicated. To this end, a review of the LMR framework follows.

ICE PROVENANCE

ICE emerged from another cross-cultural assessment tool, Cultureactive when from a research perspective, validity and

reliability issues became increasingly paramount. Grounded in his forty-plus years of cross-cultural consulting, Richard Lewis, who authored *When Cultures Collide* [13] and *The Cultural Imperative* [14], was challenged to explain national, international and transnational business cultures. Poignantly, he conceived the LMR framework, which gave birth to Cultureactive and later ICE [24].

The 1980s propelled an acute demand for cross-cultural instruction, and Richard Lewis, the consultant, was approached repeatedly by multi-national clients for a new and practical cultural/national classification system. For years, cross-culturalists had grappled with the problem of summarizing or simplifying national characteristics. Richard Lewis proposed that cultures could be classified simply and more comprehensively according to the three categories, comprising the LMR framework [13] & [14].

Linear-actives

Cultures which are task-oriented, plan, organize, schedule and pursue one thing at a time (e.g. Germans, Swiss).

Multi-actives

Cultures which are lively, loquacious, multitask, prioritize according to the importance or thrill of the event (e.g. Italians, Latin Americans, and Arabs).

Reactives

Cultures that prioritize courtesy and respect, listen quietly, and react carefully to proposals (e.g. Chinese, Japanese and Finns).

The strength of this framework is that it transcends previous works by focusing on the individual, rather than the nation-state as the unit of analysis. With no assumption of within-country homogeneity, the above hypothesis focuses on actors rather than nations. The focus of the LMR model is

communication, which is often the impediment between and among cultures, and commensurately a key consideration in globalization.

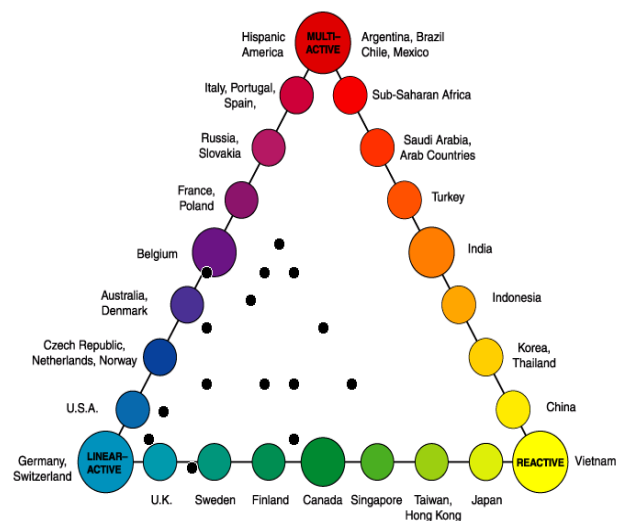
Known as the ABC research team, Adair, Buchan and Chen [1] & [2] capitalized upon both Hall's [8] low context/high context communication tool and Triandis' [22] model of subjective culture to result in the theoretical underpinnings for ICE. The conceptual reconfiguration leveraged the works of Trompenaars [23], Holtgraves [11], Hampden-Turner [23], Thomas and Kilman [20], Yamagishi [25], and Bearden, Money and Nevins [3] in the evolution from the experientially-based Cultureactive to the theoretically-based ICE.

The contribution of this paper is the LMR linkage to the celebrated Greek philosopher, Aristotle, who classified the art of persuasion through ethos, pathos and logos. While the logos appeal was Aristotle's favorite, all three serve to elevate communication to the next aspirational level. Moreover, this trilogy was inspired by Greek thought, in similar fashion to the Parthenon. Aristotle argued for *writing effectiveness*; this paper argues for *interdisciplinary communication effectiveness* enhanced by another trilogy: the LMR framework.

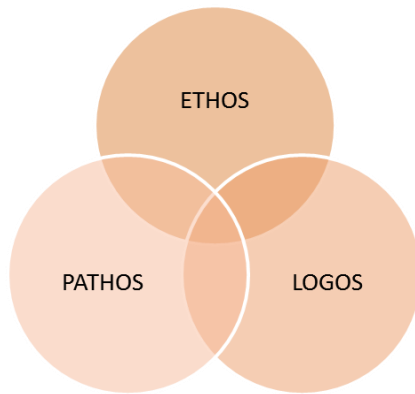
Commensurate with exploring, expanding and energizing international education, interdisciplinary communication and globalization, the LMR framework equips academicians and practitioners with a vehicle for interdisciplinary language. The simplicity of Linear-active, Multi-active, and Reactive constructs trump prior theoretical frameworks for studying cultural differences, which have included the Kluckhohn-Strodtbeck [9], Trompenaars and Hampden-Turner [23], and most notably, Hofstede [10].

The provenance of Cultureactive and ICE are chronicled in more detail in an earlier paper [24]. ICE is a collaborative initiative between the Fuqua School of Business, Duke CIBER, Richard Lewis Communications, and Cultureactive.com. Cultureactive and ICE are web-based products that teach cross-cultural awareness in business settings by focusing on individual cultural profiles which are then compared to national profiles using the LMR constructs. Participants may analyze personal assessments, team results and national cultural profiles. Research consortia have completed the requisite validity and reliability measures for ICE, and commensurate ICE teaching consortia have established a certified teaching network.

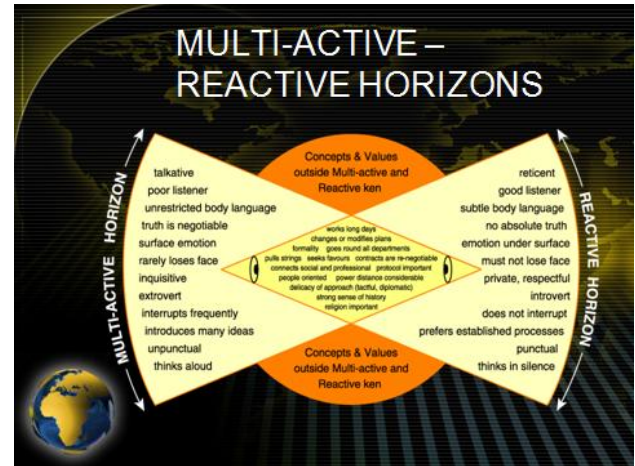
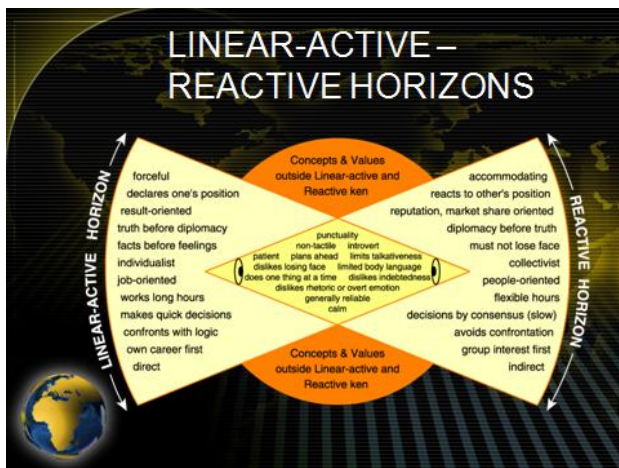
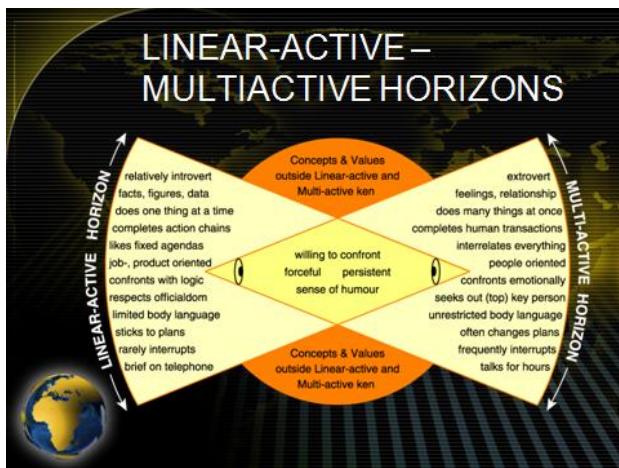
Capitalizing on the LMR framework and integrating the basic components of persuasion- ethos, pathos and logos- [18] & [19], in the spirit of the Parthenon, where the columns intersect above the earth, and projecting this consortium beyond traditional thinking, the following emerges, which is symbolic of interdisciplinary communication:



PLUS



EQUALS



LMR CONSTRUCTS COUPLED WITH ETHICAL, EMOTIONAL and LOGICAL ELEMENTS of PERSUASION ELEVATES INTERDISCIPLINARY LANGUAGE to INTERDISCIPLINARY COMMUNICATION

The pivotal role that rhetoric elements of ethos, pathos and logos play in viewing the world through Linear-active, Multi-active, and Reactive constructs allows communication to underscore the commonalities and minimize the differences, resulting in the essence of interdisciplinary communication. This model best captures where academic globalization is headed.

CONCLUSION

In conclusion, this paper builds on the model of the Parthenon in suggesting that the LMR framework in conjunction with Aristotle's elements of persuasion- ethos, pathos and logos – serve to highlight unique horizons of the commonalities of communication as follows:



A Multi-Cultural team represents communication beyond borders, with synergistic strengths greater than any sole component of the LMR model. Grounded in the intersection of two trilogies: Linear-active, Multi-active, and Reactive with ethos, pathos and logos, this paper proposes communicating outside of the box, beyond the triangle, where Parthenon pillars interconnect, and language extends beyond cultures to maximize harmonization and foster interdisciplinary communication.

The LMR framework is a powerful facilitator for cross-cultural communication styles. When linked with Aristotle's modes of persuasion, a new dimension is created, which capitalizes upon synchronization and minimizes differentiations to result in a language rich in interdisciplinary communication.

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