

Managing cultural diversity



MsM

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Managing Cultural Diversity

FRAMEWORK COURSE :

Module1

- Creating cultural awareness and understanding
- Theories of culture in relation to managing people at work

Module 2

- Management best practices (HRM) and the influence of culture
- Organisational culture (multinationals and national culture)

Teaching methods:

- discussion
- presentations
- case study
- simulation



Managing Cultural Diversity

Exam: closed book and notes exam

6 questions 3 compulsory and question 4-6 chose either A or B option to answer .

Exam style: critical thinking and reasoning

Discussion

Managing Cultural Diversity

What is according to you

- Management
- Culture
- Diversity

What are the most difficult aspects in managing cultural diversity?

How are country, region, religion, related to culture?

Does culture affect personality? Why yes/ not

Discussion

Managing Cultural Diversity

What skill helps you to be able to survive well in different cultures and why?

What is the most strange thing that you experienced or noticed about Dutch culture in the past 3 weeks?

Managing Cultural Diversity

Management :

Coordinating efforts of people to accomplish goals .

Accomplishing goals by using available resources efficiently and effectively.

Management comprises planning organizing staffing leading or directing, and controlling, organizations its initiative to accomplish a goal.

Resourcing encompasses the deployment and manipulation of :

- Human
- Financial
- Technological
- Natural

Managing Cultural Diversity

WHAT IS CULTURE?



It is the shared ways
groups of people understand and interpret the world

Culture is the way in which a group of people
solves problems and reconciles dilemmas

Managing Cultural Diversity

Diversity

models of diversity (1960) .

affirmative action drawing strength from the law and a need to comply with equal opportunity employment objectives.

Affirmative action

- **Tokenism** seen as the reason for hiring individual into a company who differed from the dominant group.



Biodiversity

to be essential to the long-term survival of life on earth



Diversity workforce :

a workforce that mirrors the demographic changes of the global consumer market and the ability to better understand their desires and preferences, productivity, and costs.



Deficit model,

attributes public scepticism or hostility to a lack of understanding, resulting from a lack of information.

Embracing diversity

organizations that do not have a strong diversity inclusion culture will invite

-lower productivity,

-higher absenteeism

-higher turnover which will result in higher costs to the company

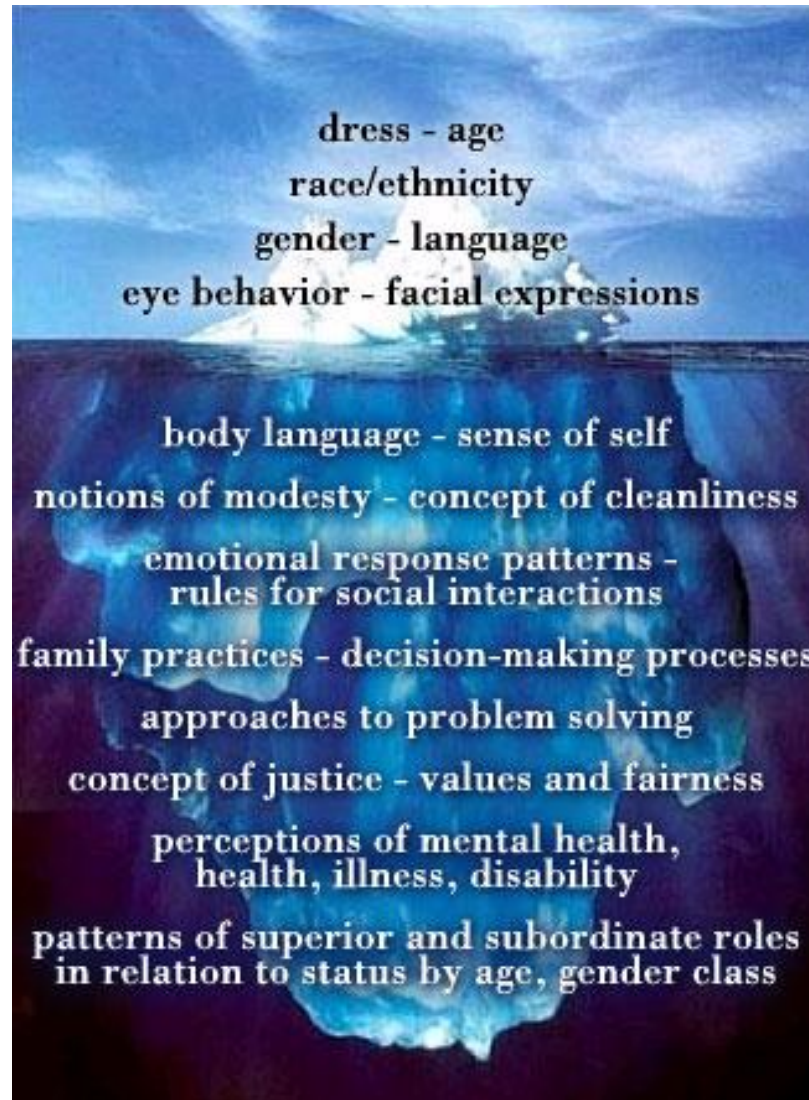
Discussion

- Identify “critical incidents” in your experiences as a manager where cross cultural communication or work went **very well**.
- Identify a some experiences as a manager where cross-cultural communications or work **went poorly**.
- analyse the situation
 - how did you solve it
 - how can you prevent it in the future
- What are according to you the roots of cultural differences?

The Culture Iceberg:

Observable symbols, ceremonies, slogans, stories, dress, physical settings, decoration, etc.

Values, beliefs, norms, customs, nonverbal behavior, etc.



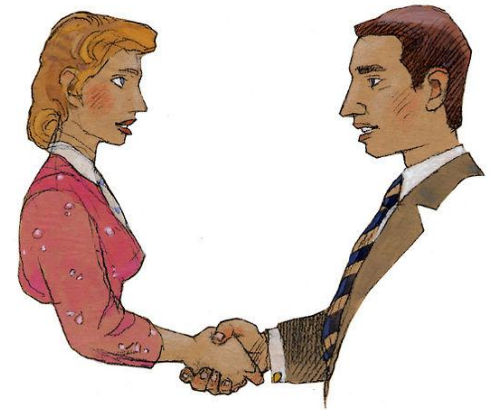
Shorter, easier to change

Level of conscious awareness

Long term, difficult to change

Schemata in different culture

Greetings:



SRC

SELF REFERENCE CRITERION

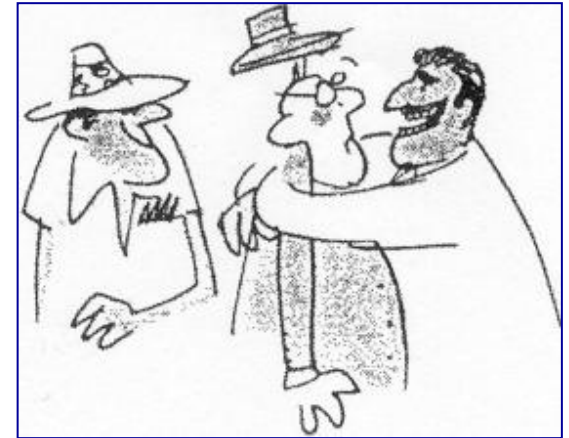
Self-Reference Criterion

the recognition and amelioration of the “unconscious reference to one’s own cultural values” when making decisions (business or personal behavior decisions)

Relying on set of norms (frame of reference)

Reversibility of attributes

There is no wrong nor right



Transitivity of attributes

SRC

SELF REFERENCE CRITERION

Describe the market for a home refrigerator in your country

	Home	Foreign
Who buy		
Under what conditions		
Market segment		
Product look like		
Functioning meet local needs		



Culture jokes and stereo types

United Nations Survey

world survey UN. Question

"Would you please give your honest opinion about solutions to the food shortage in the rest of the world."

The survey was a huge failure...

- In **Africa** they didn't know what "food" meant.
- In **Eastern Europe** they didn't know what "honest" meant.
- In **Western Europe** they didn't know what "shortage" meant.
- In **China** they didn't know what "opinion" meant.
- In the **Middle East** they didn't know what "solution" meant.
- In **South America** they didn't know what "please" meant, and
- In the USA they didn't know what "the rest of the world" meant.



stereotypes



Language influence

-Pronunciation problems

<https://www.youtube.com/watch?v=tWtqEp2YMVI>

- loudness of voice

- high /low context communication

- direct /indirect communication

- facial expression

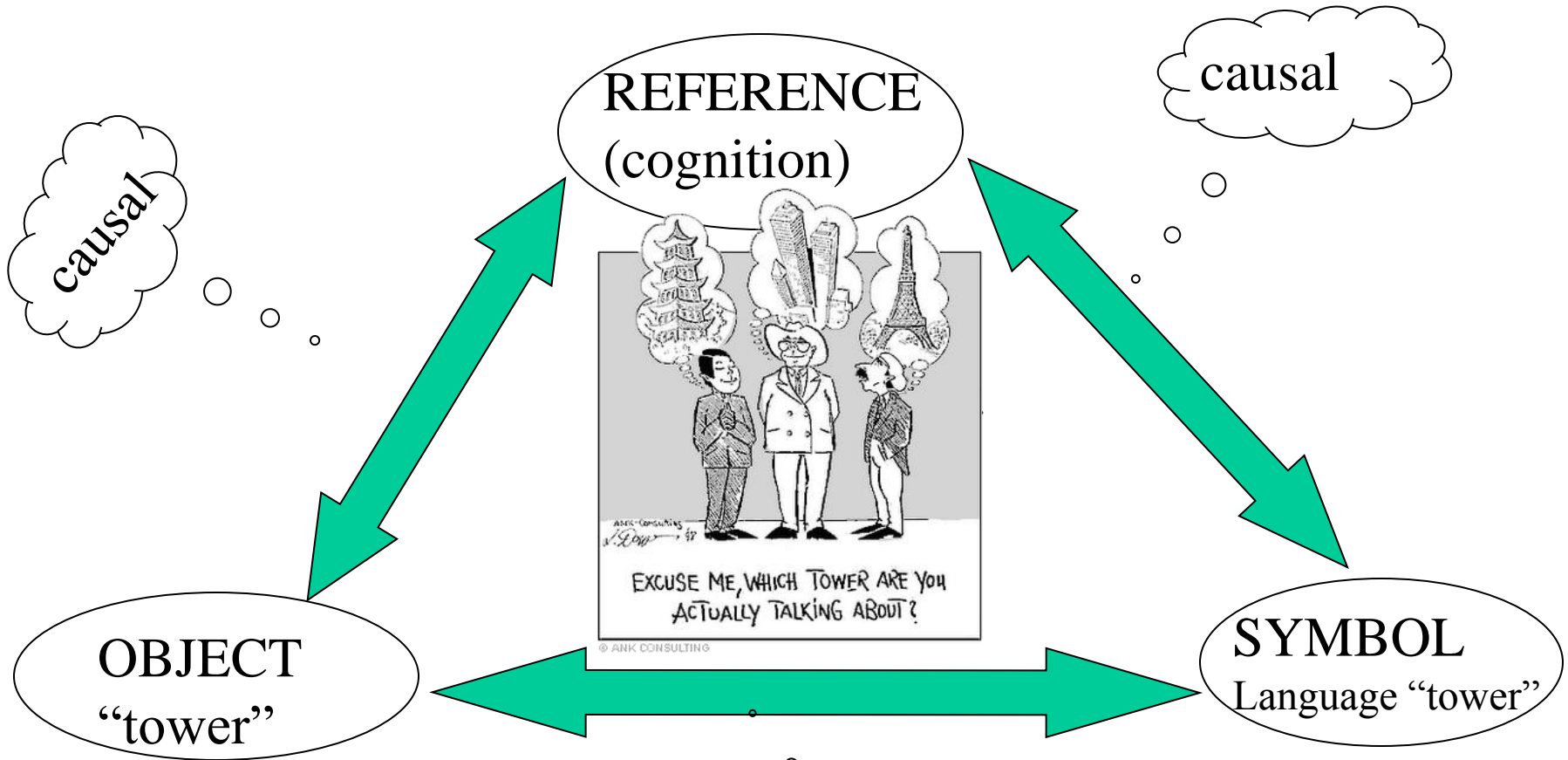
- eye contact

-gestures

<http://www.youtube.com/watch?v=ZoDtoB9Abck>

language barriers

TRIANGLE OF MEANING



Perception

EUSTRESS

versus

DISTRESS

Perception

values













experience

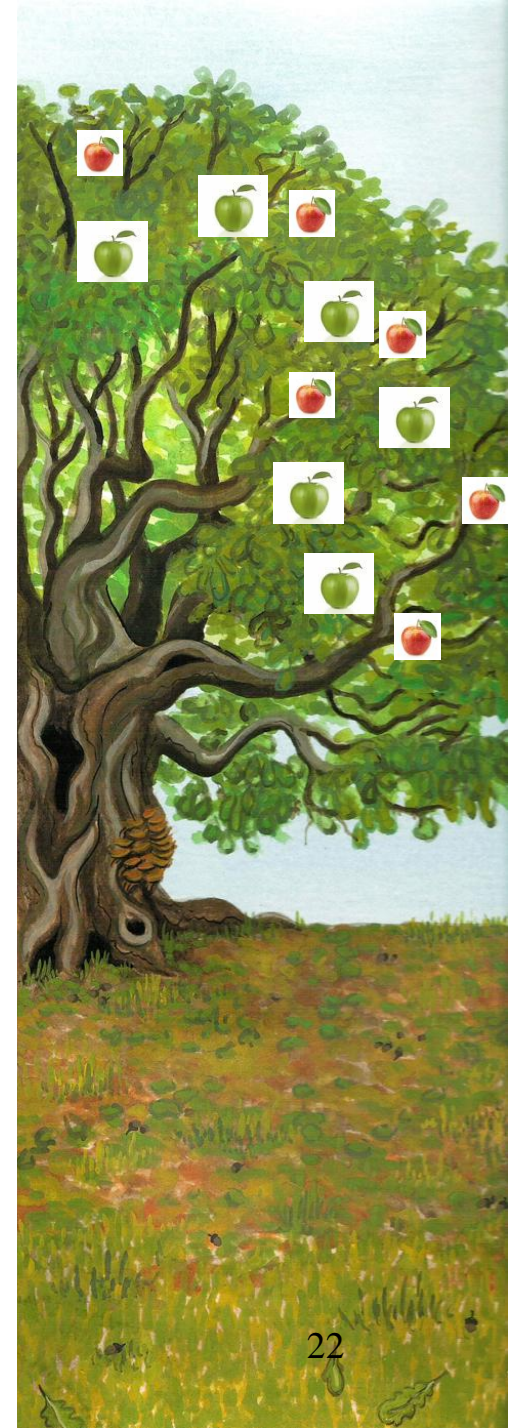
Social
support

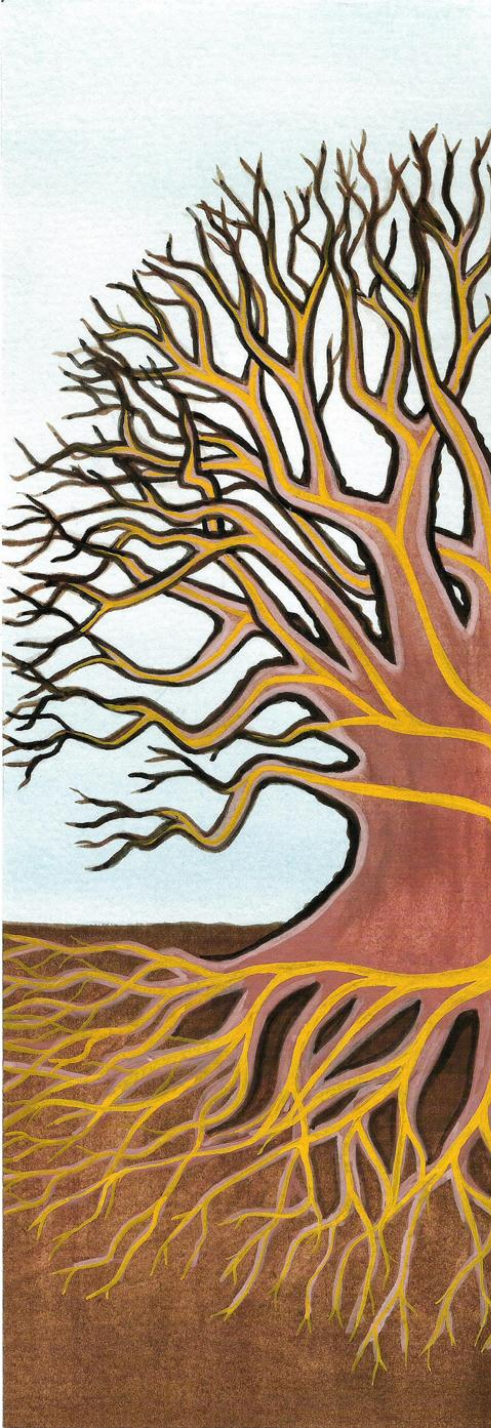
Beliefs

norms

Fruits of the culture tree

-  Communication styles 
-  Attitude towards conflict 
-  Approaches towards completing a task 
-  Decision making style 
-  Attitude towards disclosures 
-  Approaches to knowing 





Roots

Environment

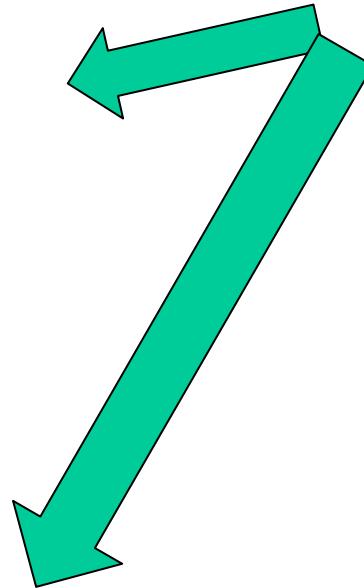
of culture tree



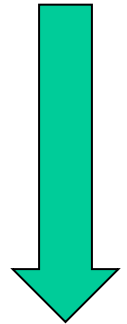
What type



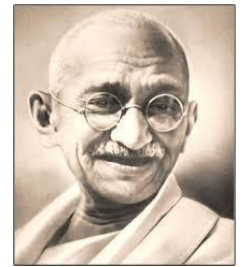
- Beliefs
- Values
- Experiences
- Attitude
- Assumptions



- climate
- mountain area
- Sea area

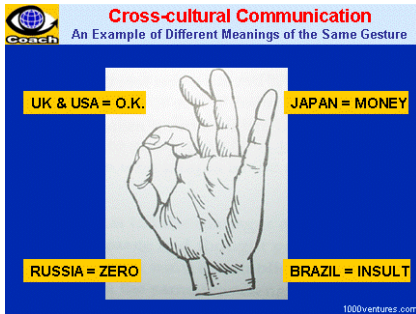


Symbols
Herous
Rituals



module-1

Practice



Symbols:

words, gestures, pictures or objects with a particular meaning (flags, dress, hairstyle, status symbol)

Heroes:

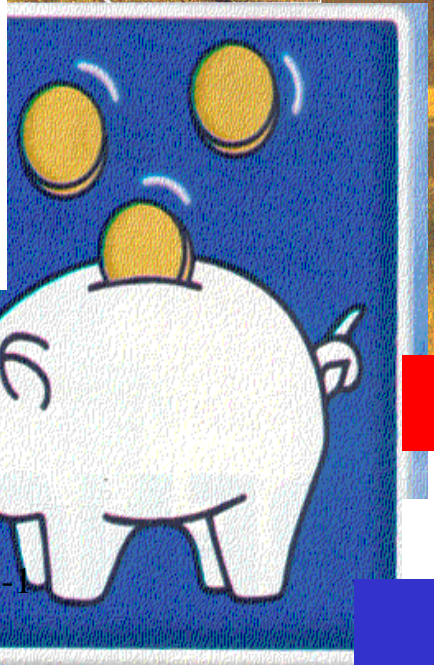
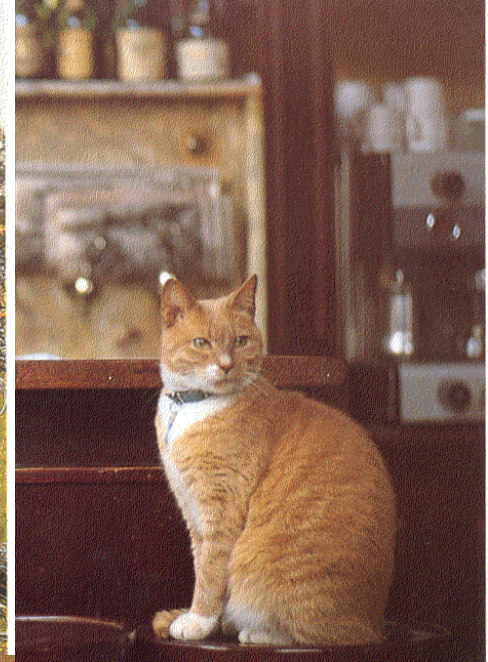
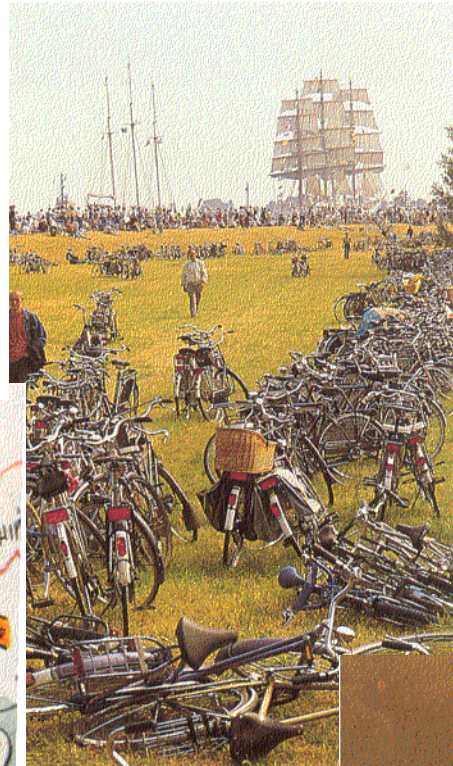
persons who possess characteristics are highly prized Serves as models of behavior (Fantasy, cartoon, Donald Duck, Astrix)



Rituals:

Collective activities which are considered socially essential (ways of greeting, paying respect to others)



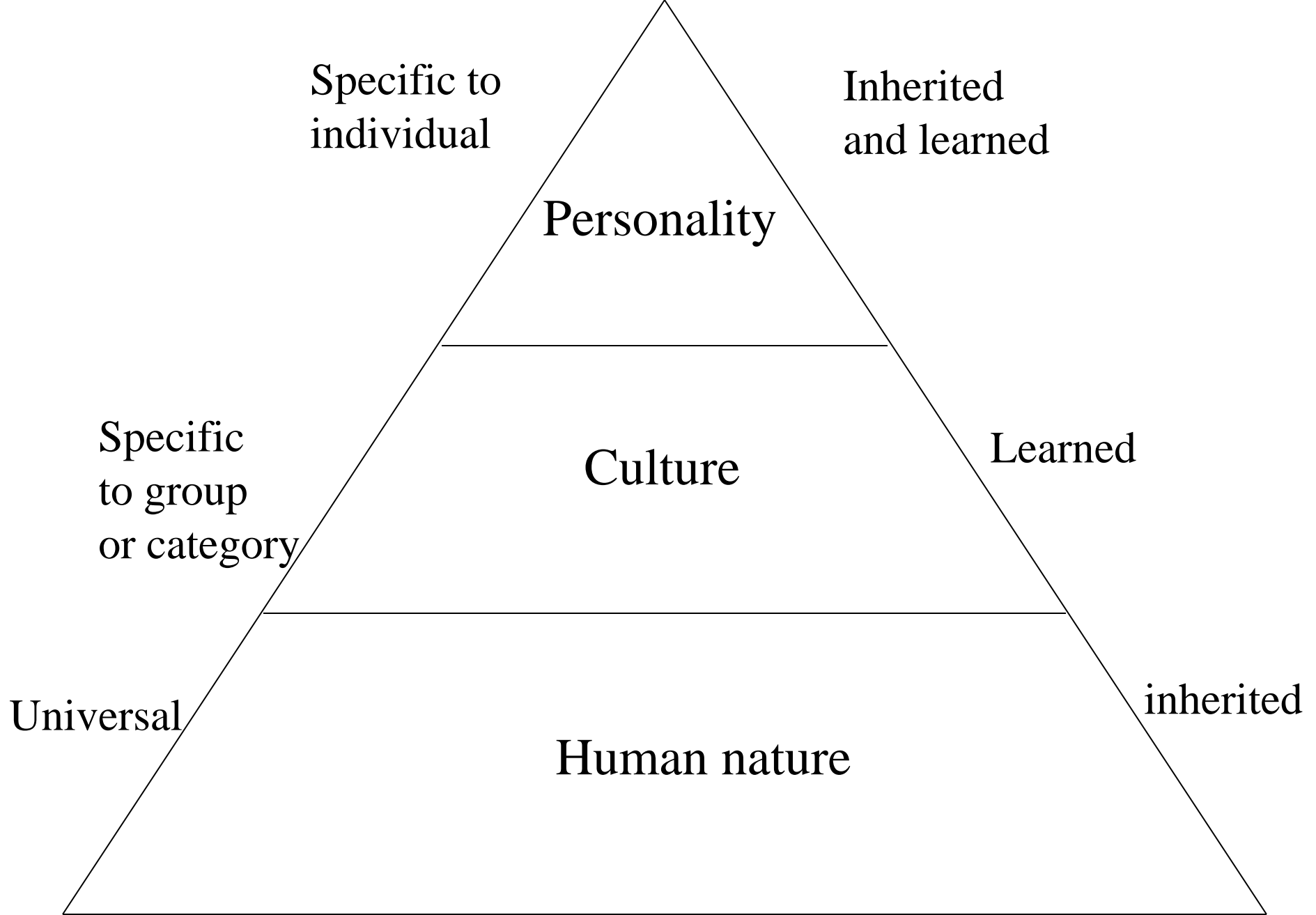


module-1

YOUR CULTURE

Looking through the eyes of a foreigner

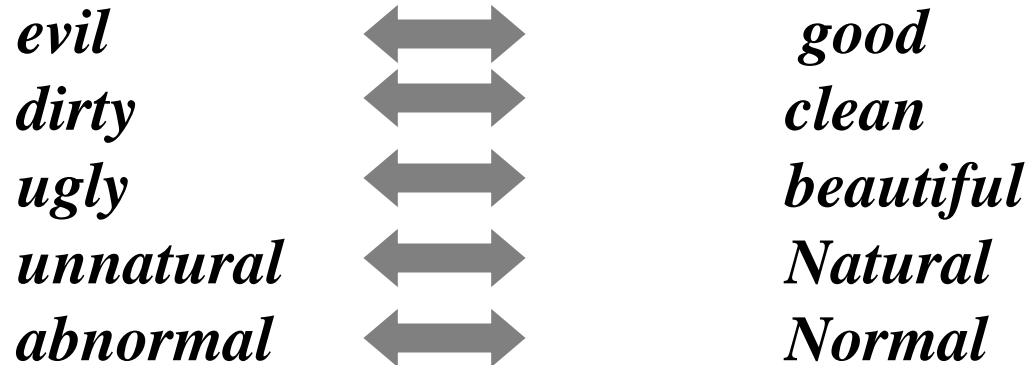
- Describe your culture
 - what are the funny behaviors of people of your culture
 - their habits
 - the way they live
 - the things you should not do
 - the things they love
 - what are the traditions
 - who are the heros



Values:

- Broad tendencies to prefer certain states of affairs above others
- Feelings with a plus and minus side
- Are learned implicitly
- Is the basic for behavior but does not always predict behavior

They deal with



5 Dimensions of culture

Research Hofstede: 1983

Paper pencil answers on 32 values questions by matched samples of employees of subsidiaries of IBM in 40 different countries

Research sample: 116000 employees surveyed twice for a four year interval

Power distance

Hofstede

Small

- * Hierarchy in organizations means an inequality of roles, established for convenience
- * Decentralization is popular
- * Subordinates expect to be consulted
- * Ideal boss resourceful democrat
- * Privileges and status symbols are frowned upon

Large

- * Hierarchy in organizations reflects the existential inequality between higher-ups and lower-downs
- * Centralization is popular
- * Subordinates expect to be told what to do
- * Ideal boss is a benevolent autocrat or good father
- * Privileges and status symbols for managers both expected and popular

Power distance



Society

Collectivist

Individualist

- Relationship employer-employee is perceived in moral terms, mutual obligations of protection in exchange for loyalty
- Hiring and promotion decisions take employees ingroup into account hiring relatives
- Management is management of groups incentives, bonus should be given to group
- Poor performance no reason for dismissal
 - Relationship prevails over task

- Relationship employer-employee is contract supposed to be based on mutual advantages
- Hiring and promotion decisions are supposed to be based on skills and rules only
- Management is management of individuals.incentives, bonus should be given to individuals
- Poor performance, better pay offer, are accepted reasons for terminating
 - Task prevails over relationship

Society

Feminine

- Work in order to live
- Managers use intuition and strive for consensus
- Stress on equality, solidarity, and quality of work life
- Resolution of conflicts by compromise and negotiation

Masculine

- Live in order to work
- Managers expected to be decisive and assertive
- Stress on equity, competition, among colleagues, and performance
- Resolution of conflicts by fighting them out

- **Project meetings in Masculine Societies:**

- opportunities for participants to assert themselves to show how good they are.
- decisions are made by individuals else where



- **Project meetings in Feminine societies:**

- opportunities to discuss problems and to find common solutions to problems
- meetings serve for making decisions

Older persons - people managers

Younger persons - technical managers

Society

Weak Uncertainty Avoidance

- Not more rules than is strictly necessary
- Time framework for orientation
- Hard working only when needed
- Precision and punctuality have to be learned
- Tolerance of deviant and innovative ideas
- Motivation by achievement and esteem or belongingness

Strong Uncertainty Avoidance

- Emotional need for rules even if these will never work
- Time is money
- Emotional need to be busy
- inner urge to work hard
- Precision and punctuality come naturally
- resistance to innovation
- motivation by security or belongingness

Society

Short-term orientations

- Respect for tradition
- Respect for social and status obligation regardless of cost
- Social pressure to keep up with the Joneses even if it means overspending
- Small saving quote
- Quick results expected
- Concern with “ face”

Long-term orientation

- Adaptation of tradition to a modern context
- Respect for social and status obligations within limits
- Being sparing with resources
- Large saving quote, funds available for investments
- Perseverance towards slow results
- willingness to subordinate oneself for a purpose
- concern with respecting the demands

Society

Research outcomes 2010

Indulgence

restrained

- People declare themselves as very happy
- perception of personal life control
- Freedom of speech important
- More likely to remember positive emotions
- People actively involved in sport
- Lenient sexual norms

- Fewer happy people
- perception of helplessness
- Freedom of speech is not a primary concern
- Less likely to remember positive emotions
- Lesser people actively involved in sports
- Stricter sexual norms

Riding the waves of culture

WHAT IS MEANT BY:

- “Riding the waves of culture”
- “Absolute principles create myths”
- “A fish discovers its need for water only when it is no longer in it”
- “Cultures vary in solutions to common problems and dilemmas”

3 sources of challenge

People have to deal with 3 sources of challenges:

- Relationships with other people
- Manage time and aging
- Come to terms with the external nature of the world

5 BASIC PROBLEMS MANKIND FACES

1. What is the relationship of individual to others?
(relation orientation)

2. What is the temporal focus of human life
(time orientation)

3. What is the modality of human activity?
(activity orientation)

4. What is human being relation to nature?
(man-nature orientation)

5. What is the character of innate human nature?
(Human nature orientation)

1. UNIVERSALISM / PARTICULARISM
(rules /relationship)

The first principle in the process of moral reasoning

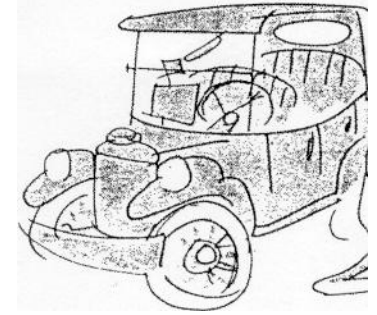
UNIVERSALIST about **PARTICULARIST**:

They can not be trusted because they will always help their friends

PARTICULARIST about **UNIVERSALIST**:

You cannot trust them they would not even help a friend

Car accident with pedestrian
Driving 70 klm
Maximum allowed speed 50 klm.
There are no witnesses.



His lawyer says that if you testify under oath that he was only driving 20 klm it may save him from serious consequences

What right has your friend to expect you to testify to the lower figure?

definite right

some right

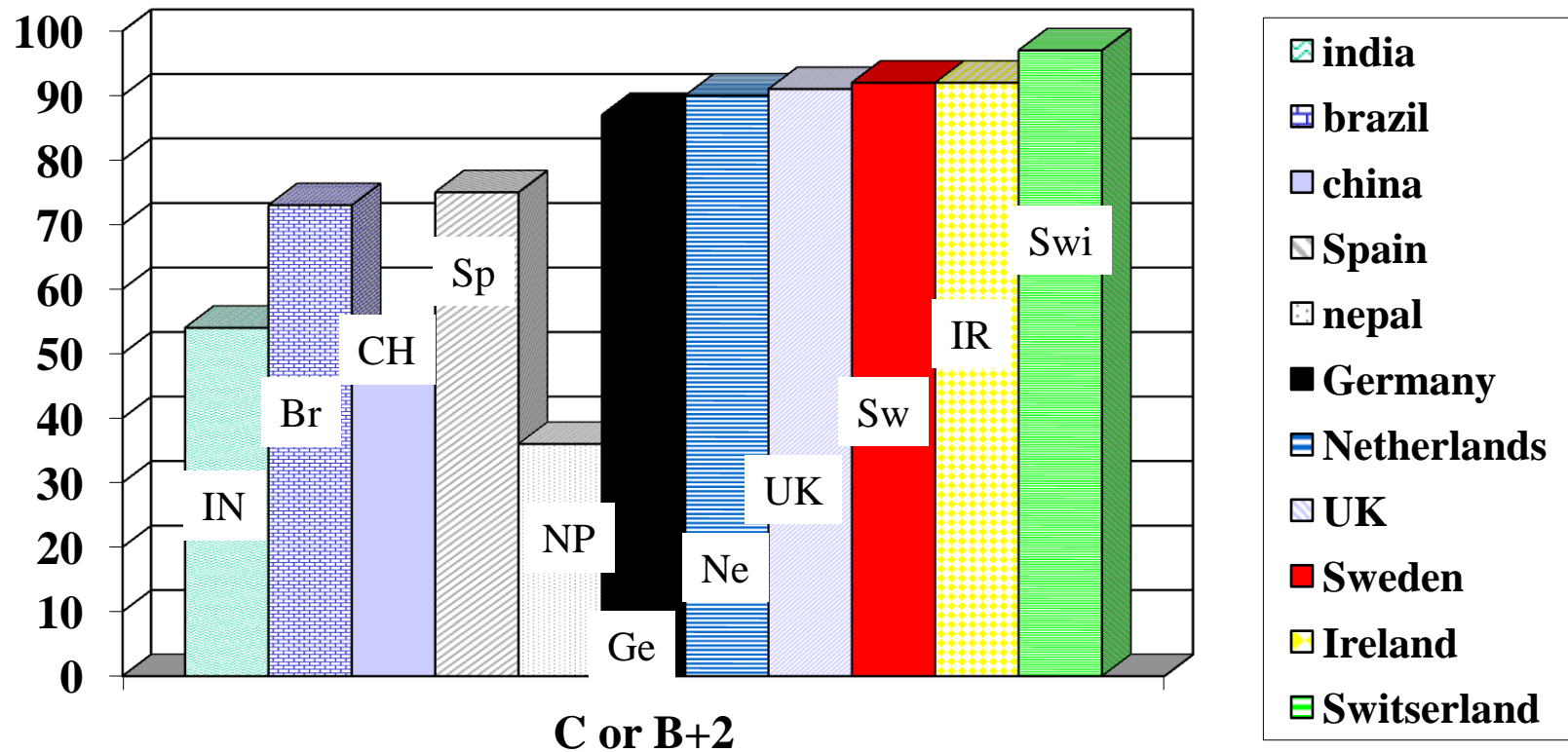
no right

What would you do?

1. Testify that he was going 20 miles an hour
2. Not testify that he was going 20 miles an hour

Car accident

% universalistic system



Close friend /colleague
Family problems, is going to divorce
Is 15 minutes late for work (night shift)
You smell that he has been drinking alcohol

What right has your friend to expect you not to report this to your boss?
definite right some right no right

would you report this to your boss/ manager?

- 1. Yes I would because.....
- 2. No I would not because.....

Tips for dealing with

- **Universalist**

- Be prepared for rational professional arguments
- Do not take impersonal attitudes as rude
- Strive for consistency and uniform procedures
- Seek fairness by treating all like cases in the same way

- **Particularist**

- Be prepared for personal “meandering” or “irrelevancies” that do not seem to be going anywhere
- Do not take personal attitudes as small talk
- Build informal networks and create private understandings
- Seek fairness by treating all cases on their special merits

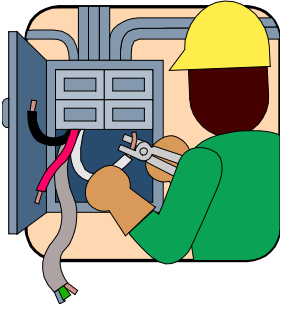
2. **Communitarianism / Individualism**
(Group / individual)

COMMUNITARIANISM

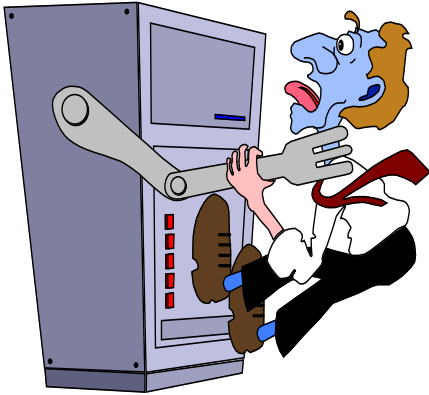
Prime orientation to common goals and objectives

INDIVIDUALISME

prime orientation to the self



A defect is an installation. It was caused by negligence of one of the members of a team.

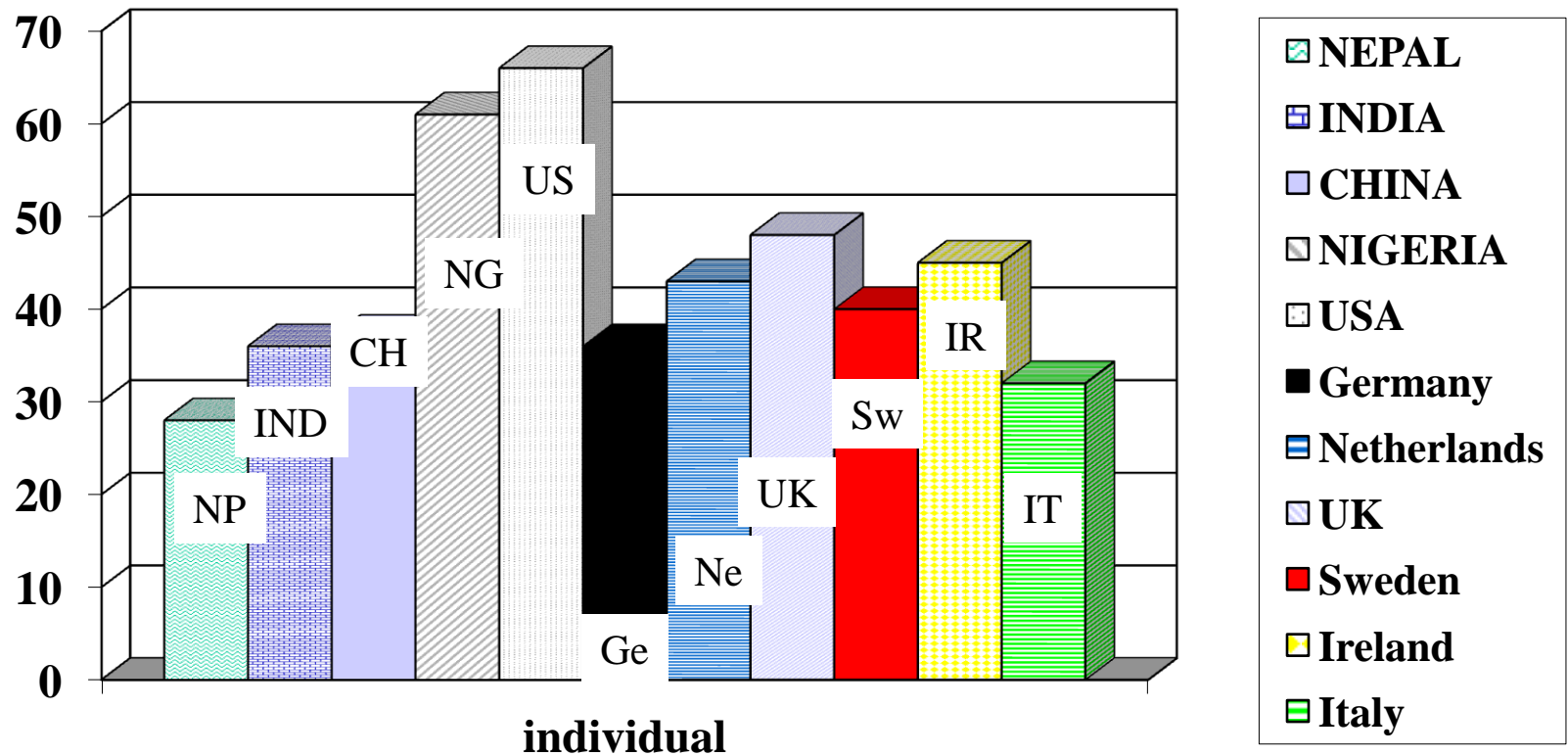


Responsibility for his/her mistake can be carried in various ways which one of the following two ways of taking responsibility do you think is usually the case in your society?

- A. The person causing the defect by negligence is the one responsible
- B. Because he/she happens to work in a team the responsibility should be carried by the group

Defect fault

% individual





Last month there was a decrease of 35 %
of solved cases in less than 24 hours
You know that 2 persons of the team were
making a lot of private phone calls

Responsibility for the decrease can be carried
in various ways how would you handle the responsibility
of the decrease?

1. You would hold the team responsible and arrange a meeting with the team to discuss the decrease of last month
2. You would have a meeting with the 2 persons who were making private phone calls and hold them responsible for the decrease of last month

Tips for dealing with

- **Individualist**

- Try to adjust individual needs to organizational needs
- Pay for performance, Individual assessment, MBO
- Expect job turnover and mobility to be high
- Seek out high performance heroes and champions for special praise
- Give people the freedom to take individual initiatives

- **Communitarians**

- Seek to integrate personality with authority within the group
- Give attention to esprit de corps, morale and cohesiveness
- There will be low job turnover and mobility
- Extol the whole group and avoid showing favoritism
- Hold up superordinate goals for all the meet

3. **Natural / Emotional**
(range of feelings expressed)

Neutral cultures

are not necessarily cold or unfeeling nor
are they emotionally constipated or repressed

Emotional cultures

In cultures where everyone emotes, we may not find
words or expressions adequate for our strongest feelings,
since they have all been used up

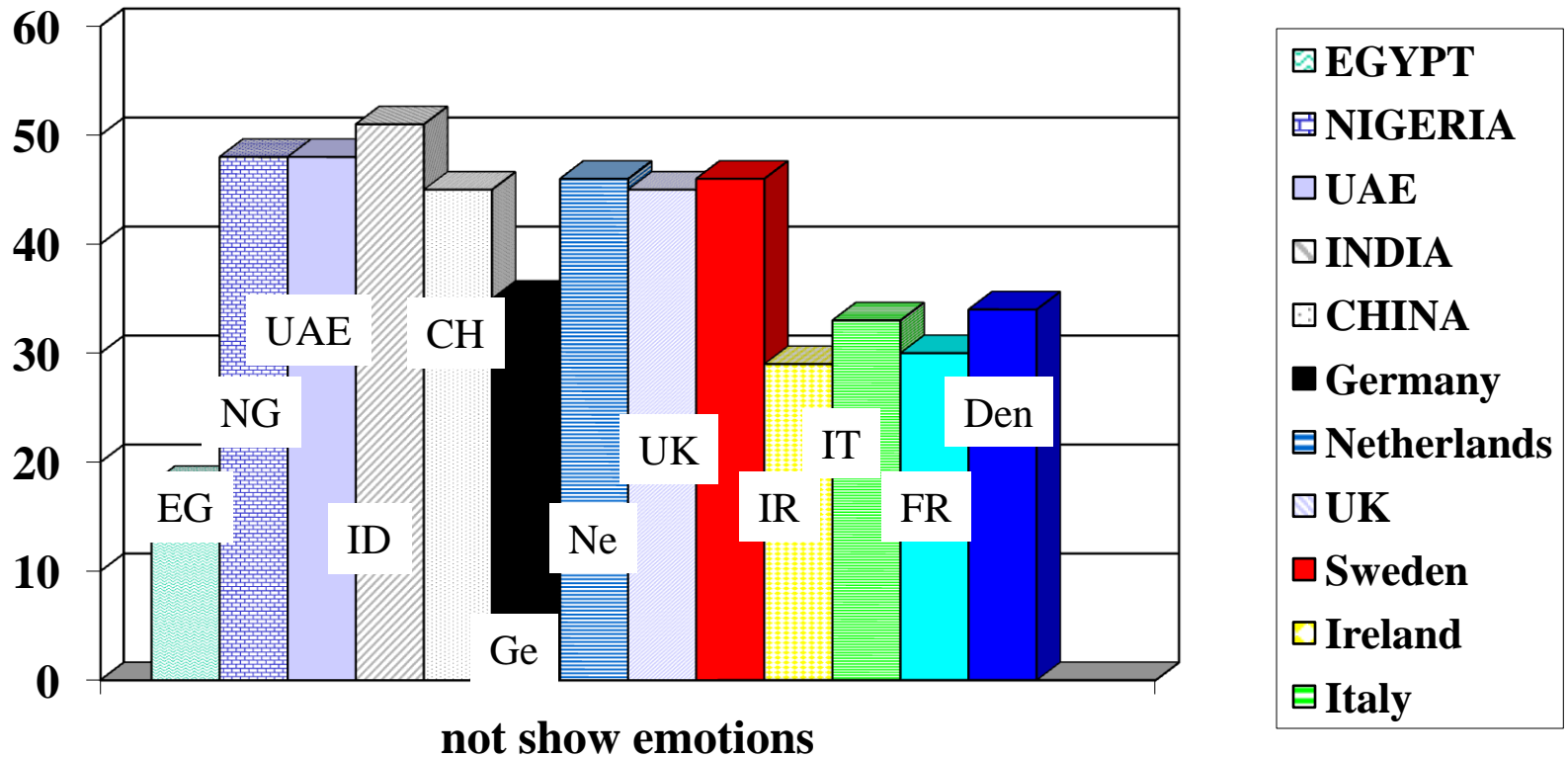
How would you behave if you felt upset about something at work?

1. I would express my feelings openly

2. I would hid my feelings

Upset at work

% not show emotions





**In a team meeting you feel very insulted
because your colleague tells you that your
proposal is insane**

What is your response?

- 1. I will not show that he hurt/ insult.**
(a sign of weakness and make me vulnerable in the future)
- 2. I will not show I am hurt .**
(spoil our relationship, wait until later more change to improve relationship)
- 3. I will show clearly that I am insulted.**
(clarity allows to control even greater emotional upset in the future)
- 4. I will show clearly that I am insulted.**
(If colleagues cannot behave themselves they have to bear the consequences)

Tips for dealing with

- **Neutrals**

- avoid warm expressive or enthusiastic behaviors (lack of control over feelings)
- Stick to the point, neutral topics being discussed
- Look for small cues that the person is pleased or angry and amplify their importance

- **Affective**

- avoid detached, ambiguous and cool demeanor. Will be interpreted as disdain
- Tolerate great surfeits of emotionality without getting intimidated
- Do not be put off your stride when they create scenes and get histrionic

3. **Specific / Diffuse**

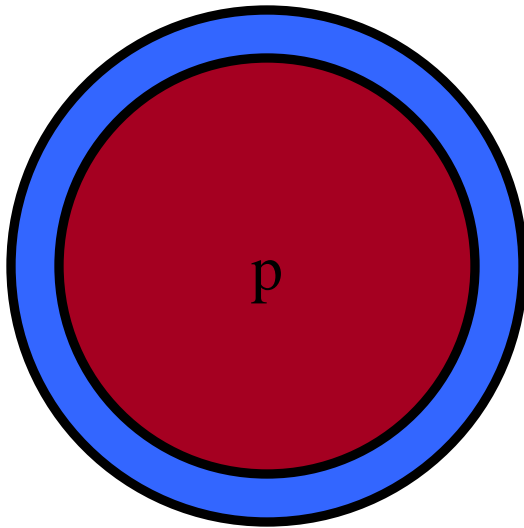
(Get involved)

Engage others in specific areas of life and single levels of personality

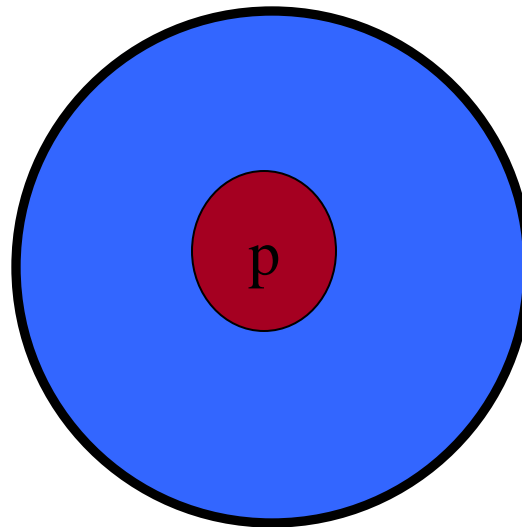
Specific extreme can lead to disruption

Diffusely in multiple areas of our lives and at several levels of personality

Diffuse extreme to lack of perspective

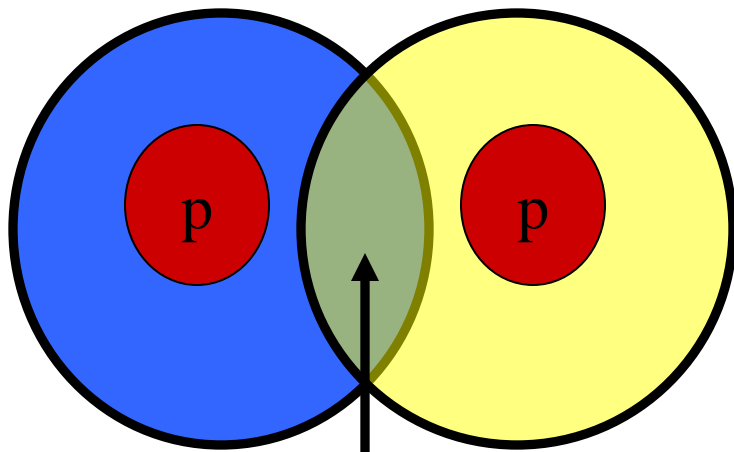


G-type

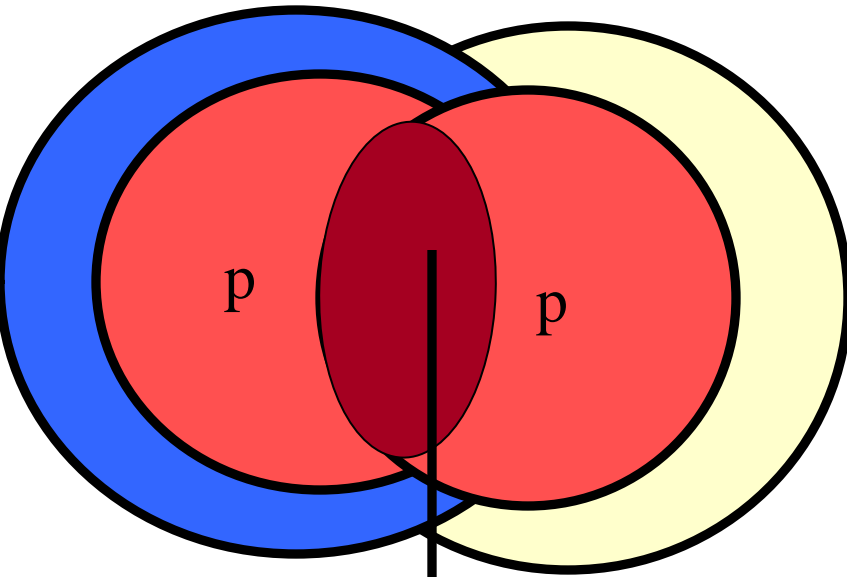


U-type

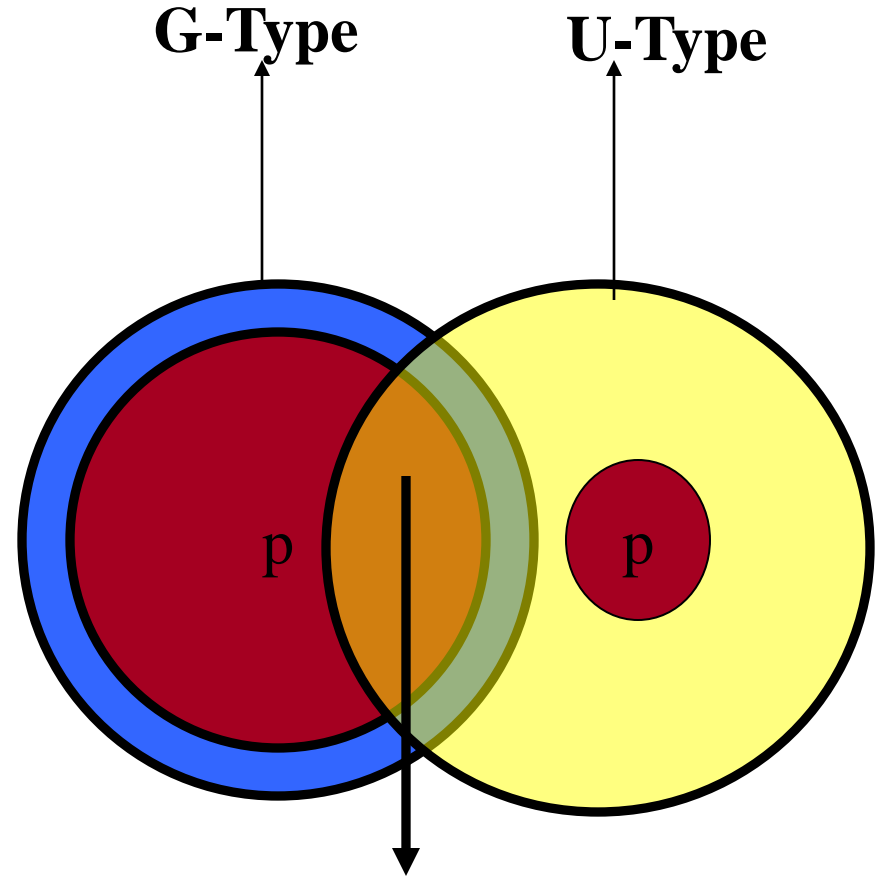
module-1



Specific relationship



Diffuse relationship



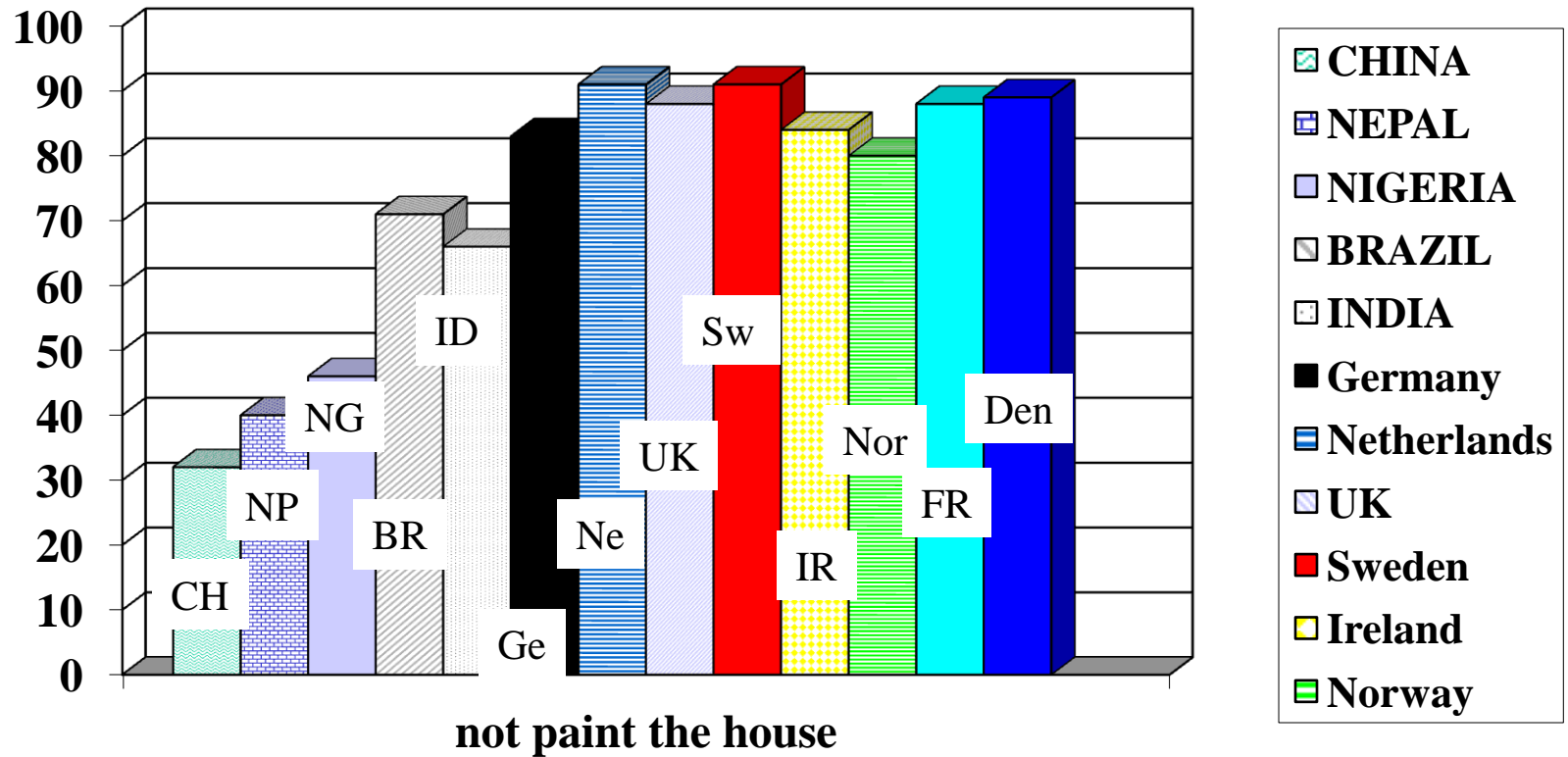
Danger zone
U-type sees as impersonal
something the **G-type** sees
as highly personal

A boss asks a subordinate to help him paint his house
subordinate discusses with colleague

- A. colleague says: “You do not have to paint if you do not feel like it. He is your boss at work. Outside he has little authority
- B. subordinate says: “Despite the fact that I do not feel like it. I will paint it. He is my boss and you can not ignore that outside work either.

Paint the house

% not paint the house



Tips for dealing with

- **Specific-oriented**

- Management is the realization of objectives and standards with rewards attached
- Private and business agendas kept separate from each other
- Conflicts of interest are frowned upon
- Clear, precise and detailed instructions are seen as assuring better compliance

- **Diffuse-oriented**

- Management is a continuously improving process by which quality improves
- Private and business issues interpenetrate
- Consider an employee`s whole situation before you judge him
- Ambiguous and vague instructions are seen as allowing subtle and responsive interpretations through which employees can exercise personal judgment

4. **Achievement / Ascription**

(How you accord status)

Achievement:

accord status to people on the basis of their achievements

refers to doing

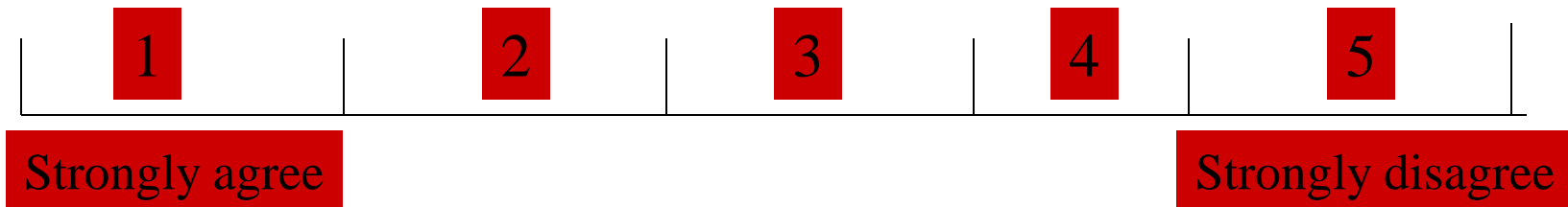
Ascribed

Accord status to people on the basis of virtue of age, class, gender, education.

Refers to being

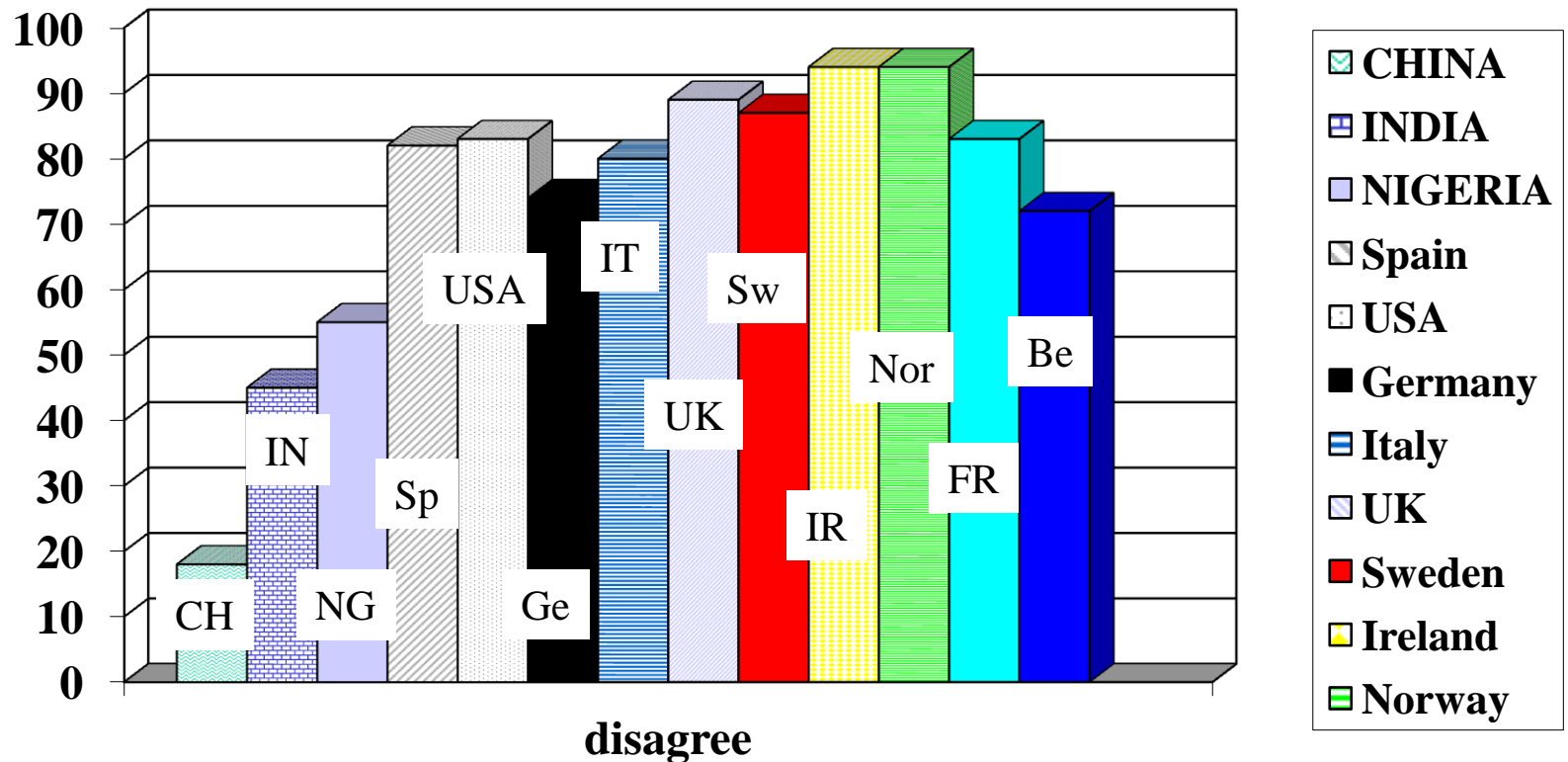
How much do you agree on the following statement

1. the respect a person gets is highly dependent on their family background



Respect depends on family background

% who disagree





module-1

Tips for dealing with

- **achievement**

- Respect for a manager is based on knowledge and skills
- MBO and pay for performance are affective tools
- Decisions are challenged on technical and functional grounds
- Use of titles only when relevant to the competence you bring to the task
- Senior managers could be of varying age and gender and have shown proficiency in specific jobs

- **Ascription**

- Respect for a manager is based on seniority
- MBO and pay for performance are less effective than direct rewards from the manager
- Decisions are challenged by people with higher authority
- Extensive use of titles, especially when these clarify your status in the organization
- Senior managers are mostly male middle age and qualified by their background

5. **Sequential / Synchronic**
(How you manage time)

Sequential:

time is series of passing events
Line of discrete events

Synchronic

Time is past present and future all interrelated
So that ideas about the future and memories of the past
both shape present action.
Circle minutes, hours, days repeat

Consider the relative significance of the past, present and the future. Indicate your relative time horizons for the past, present and future by giving a number

=seconds = minutes = hours = days
 = weeks = months = years

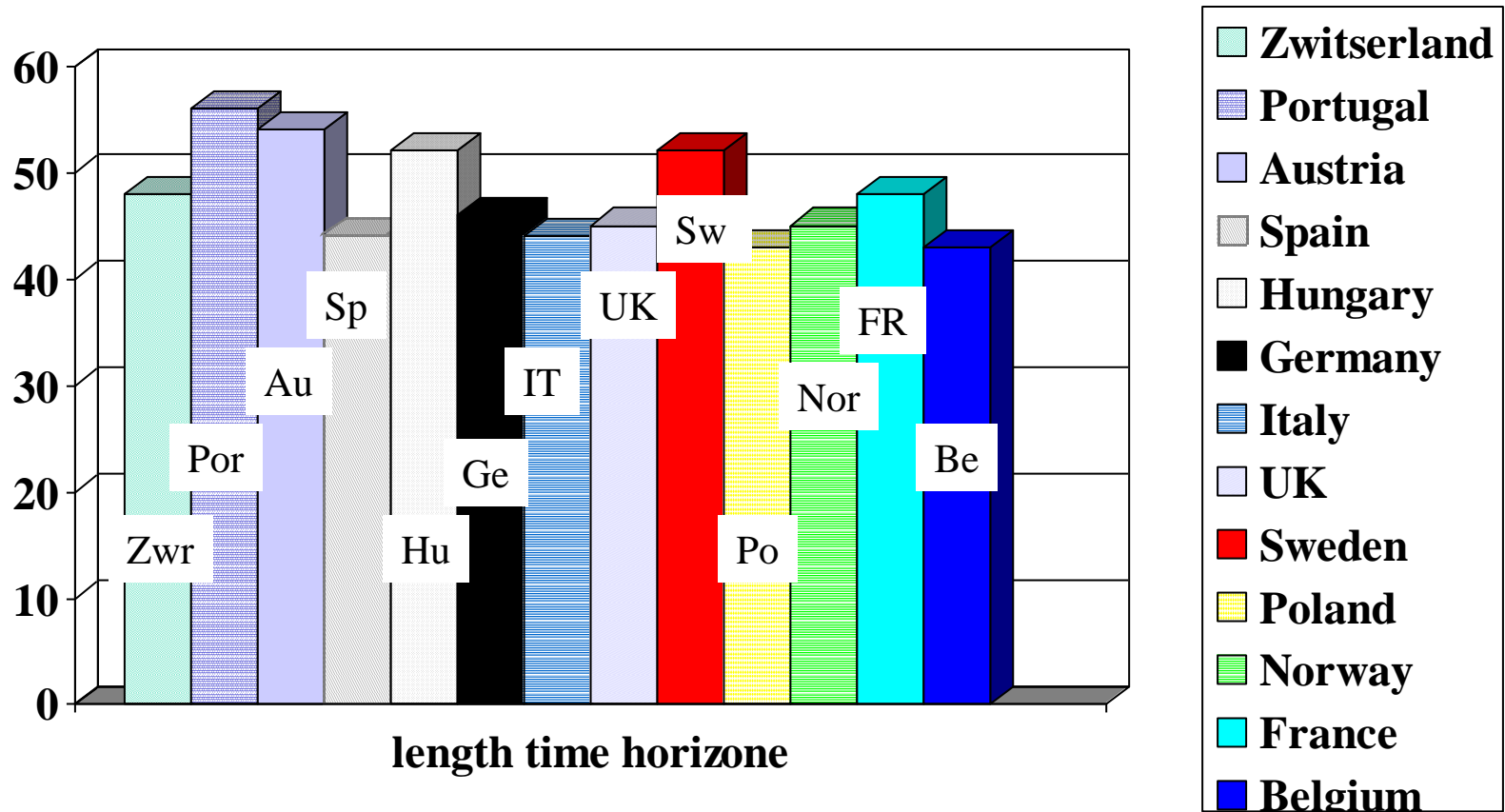
My past started.....ago and ended.....ago

My present started..... ago, and ended.....ago

My future started.....ago and endedago

Long / Short time horizon

Length time horizon



Tips for dealing with

- **Sequential**

- Employees feel reward by achieving planned future goals
- Employees most recent performance is the most major issue along with whether their commitments for the future relied upon
- Plan the career of an employee jointly with him / her, stressing landmarks to be reached by certain times
- The corporate ideal is the most straight line and the most direct efficient and rapid route to your objectives

- **Synchronic**

- Employees feel reward and fulfilled by achieving improved relationships with supervisors / customers
- Employees whole history with the company and future potential is the context in which their current performance is viewed
- Discuss with employee his final aspiration in the context of the company
- The corporate idea is the interacting circle in which past, present and future possibilities cross-fertilize

6. **Internally / Externally**
(How you relate to nature)

Internally:

Inner directed. Control nature by imposing their will upon it. Mechanisms culture

Externally

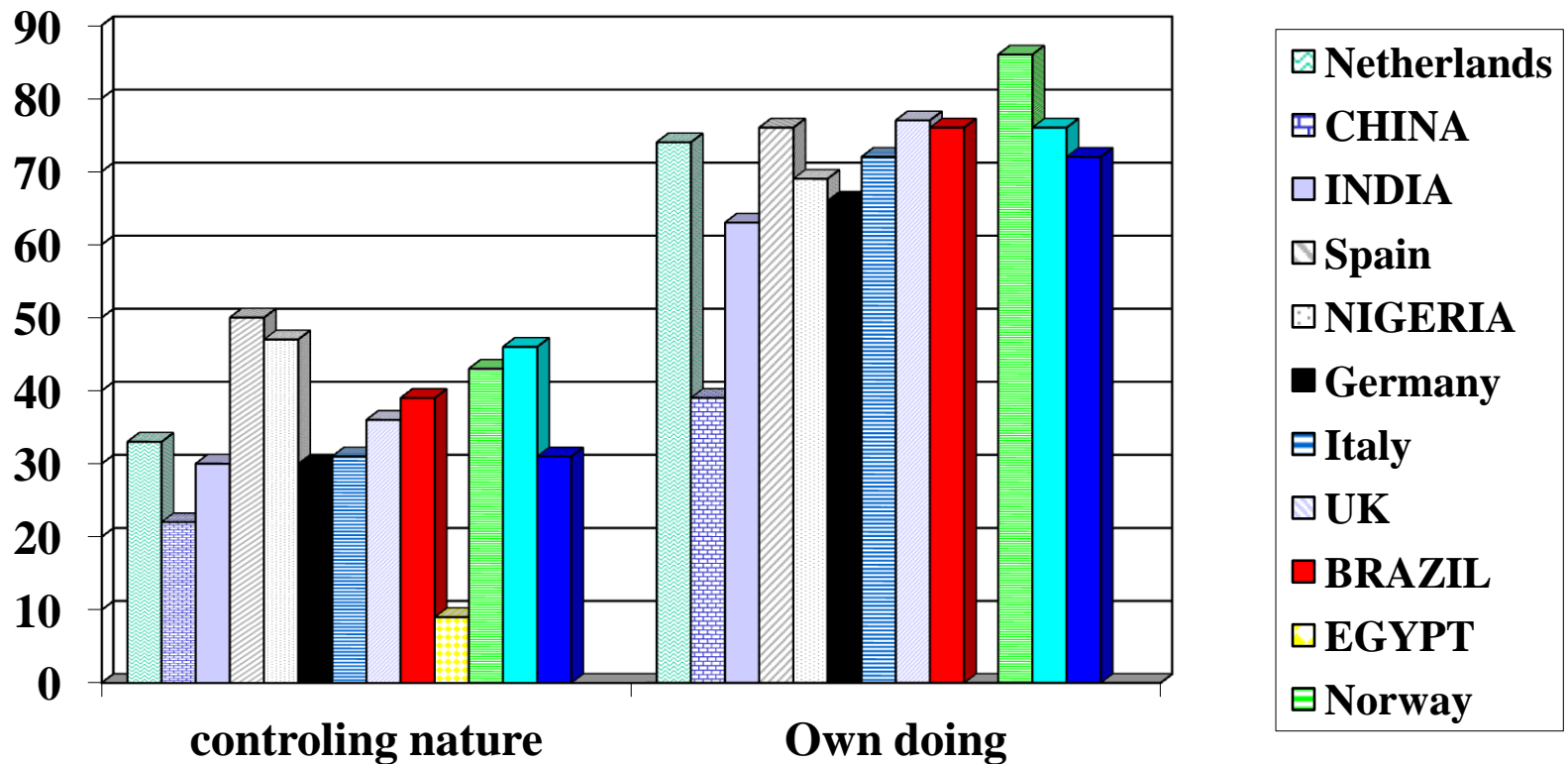
Outer directed. Man must go along with nature law
Directions and forces

Which of the statements do you believe most reflected reality:

- 1A. It is worthwhile trying to control important natural forces like the weather
- 1B Nature should take its course and we just have to accept it the way it comes and do the best we can
- 2.A What happens to me is my own doing
- 2.B Sometimes I feel that I do not have enough control over the directions my life is taking

Long / Short time horizon

Length time horizon



Tips for dealing with

- **Internally controlled**
 - Playing hard ball is legitimate to test the resilience of an opponent
 - It is most important to win your objective
 - Win some lose some
- **External controlled**
 - Softness, persistence, politeness and long long patience will get rewards
 - It is most important to maintain your relationship
 - win together, lose apart