

CULTURAL TRAINING



WHY IS THIS CULTURAL DISCUSSION IMPORTANT?

- To understand the rules so we know what is going on around us. This is what we're observing and this is why.
- To better understand conflict
- To communicate better with those that we are living and working with.
- To avoid Stereotypes and Bias

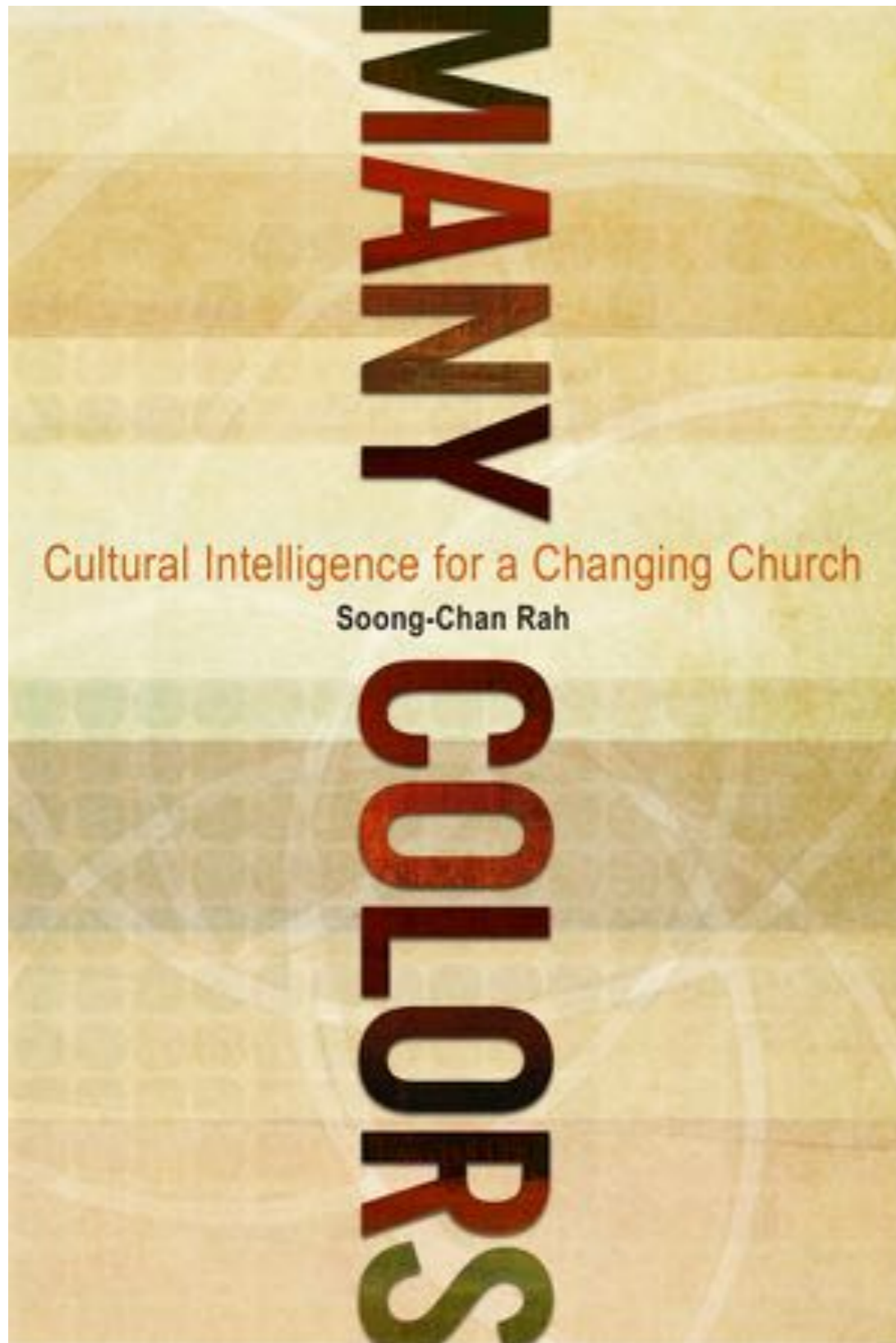


CULTURE DEFINED

- A shared pattern or system of beliefs, values, assumptions, and behaviors and their associated symbols that distinguish one group from another
- The way we do things around here



**What was the cure for the
common cold or the flu growing
up in your home?**



(Culture) is a human attempt to understand the world around us. It is the programming that shapes who we are and who we are becoming.

It is a social system that is shaped by the individual and that also has the capacity to shape the individual.

Metaphor for Culture





**Write down an example of
how culture has shaped you?**

Culture from a Biblical Framework

Genesis 1:26

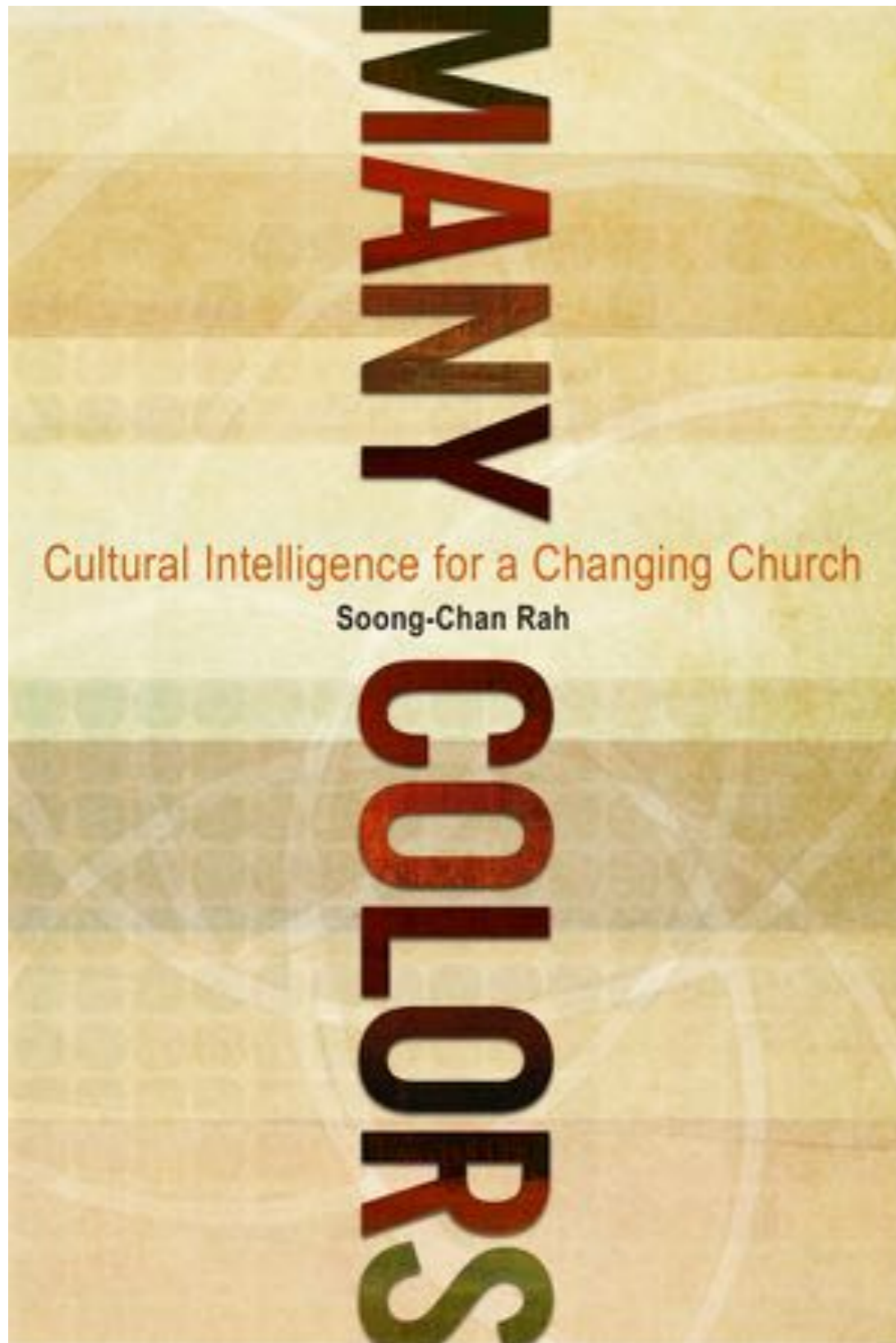
“Let us make man in our image, in our likeness, and let them rule over the fish of the sea and the birds of the air, over the livestock, over all the earth, and over all the creatures that move along the ground”

Culture from a Biblical Framework

Genesis 1:27

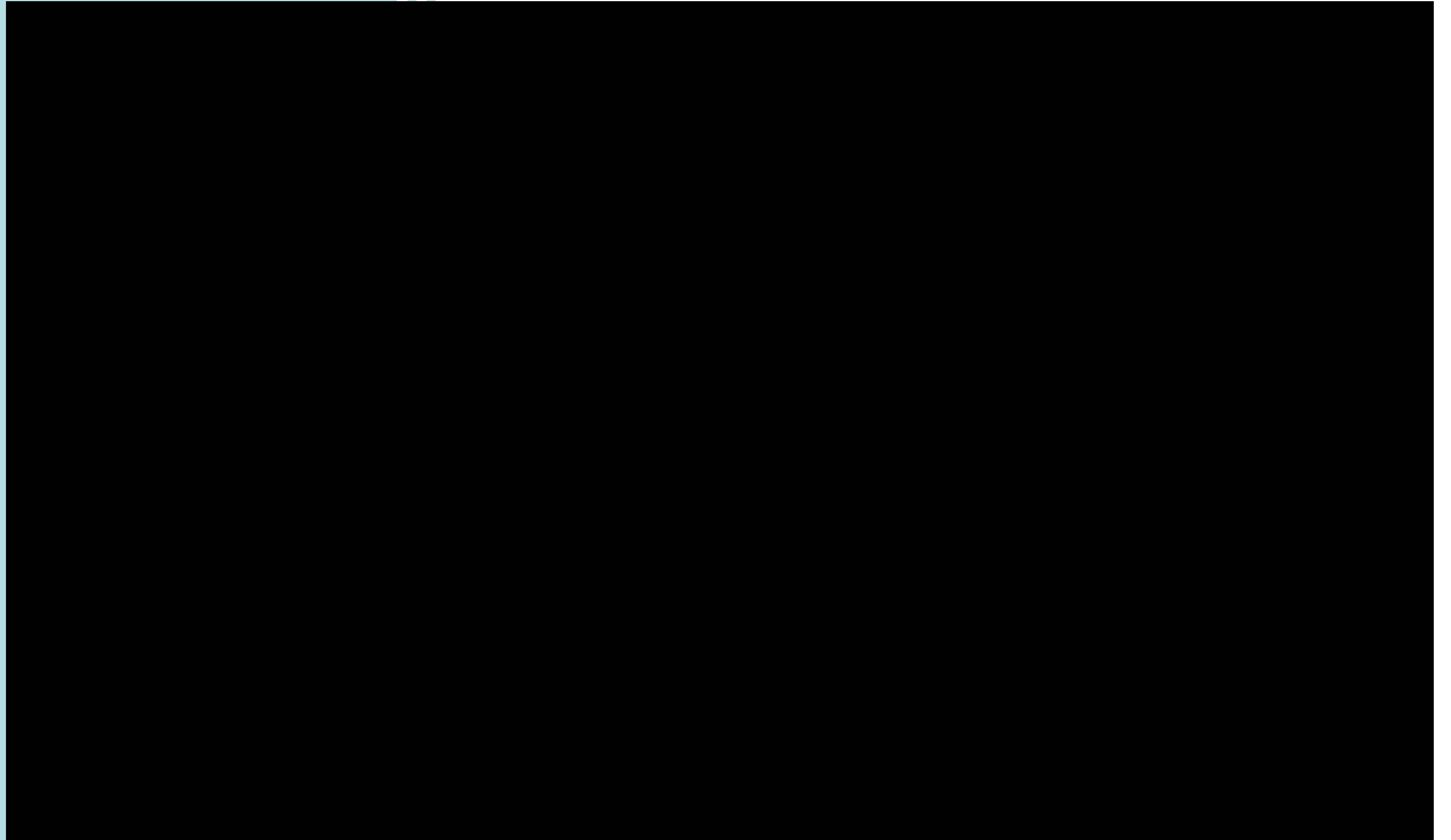
“So God created human beings in his own image. In the image of God he created them; male and female he created them.

Then God blessed them and said, “Be fruitful and multiply”.



“Cultures, therefore, are not inherently evil, but rather are an expression by fallen humanity to live into the high calling of the Imago Dei”.

SHEENA IYENGAR TED TALK





SHEENA IYENGAR TED TALK

What might explain
the **cultural differences**
Sheena encounters?

CULTURAL VALUES

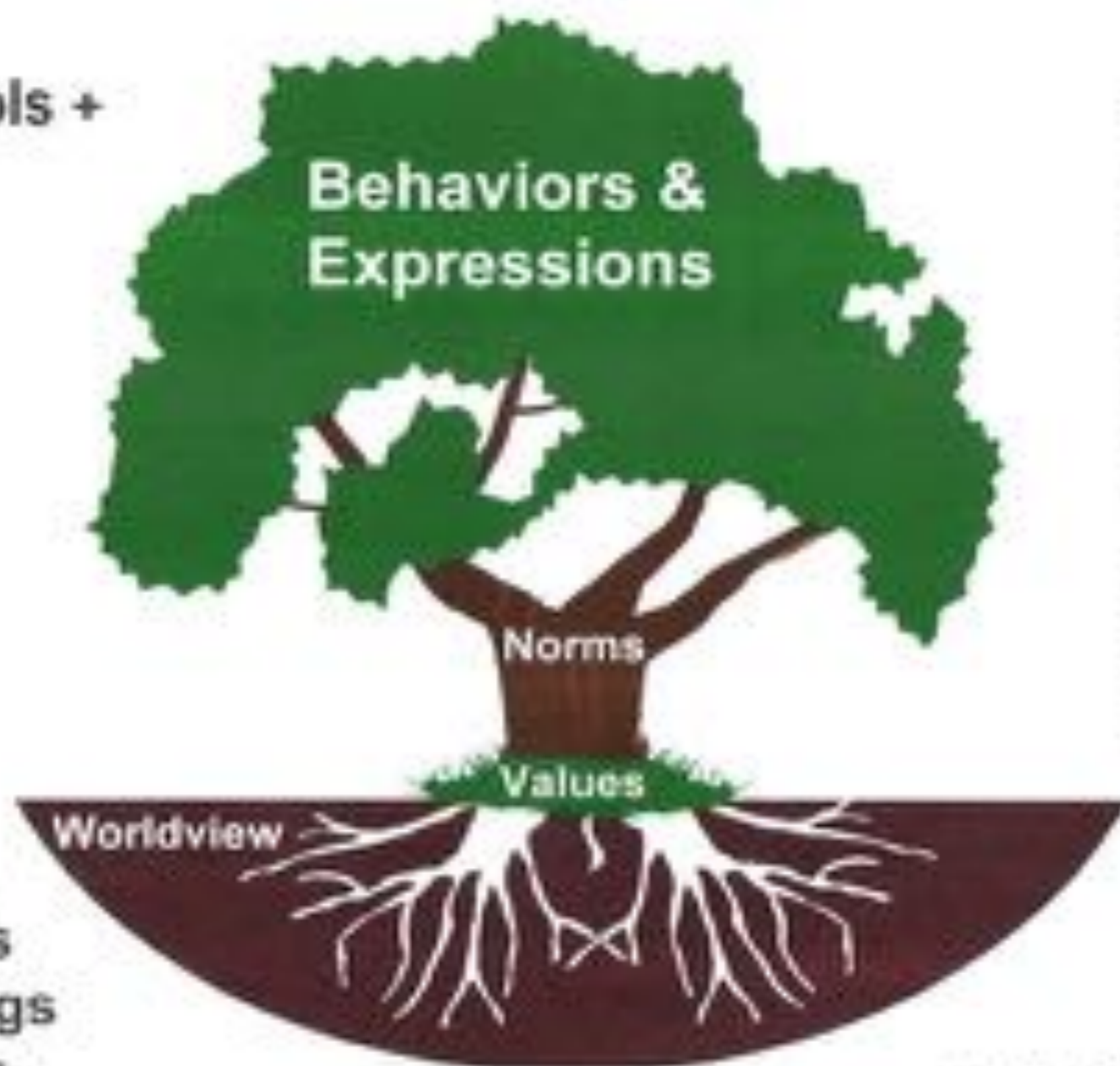


Cultural Values (CV):

Commonly held standards of what is acceptable or unacceptable, important or unimportant, right or wrong in a society.

RELATIONSHIP OF CULTURE AND WORLDVIEW

Symbols +



+ Products
(i.e. fashions, sports, laws, architecture, economy, education, equipment, families, medicines, etc.)

- Beliefs
- Feelings
- Values

THE CULTURE TREE

CULTURAL VALUES

- For each of these 10 values try to self-identify.
- Scale yourself 1-10.

INDIVIDUALISM VS COLLECTIVISM



INDIVIDUALISM



COLLECTIVISM

POWER DISTANCE



LOW POWER DISTANCE



HIGH POWER DISTANCE

UNCERTAINTY AVOIDANCE



LOW UNCERTAINTY AVOIDANCE



HIGH UNCERTAINTY AVOIDANCE

COOPERATIVE VS COMPETITIVE



COOPERATIVE



COMPETITIVE

TIME ORIENTATION



SHORT-TERM TIME
ORIENTATION

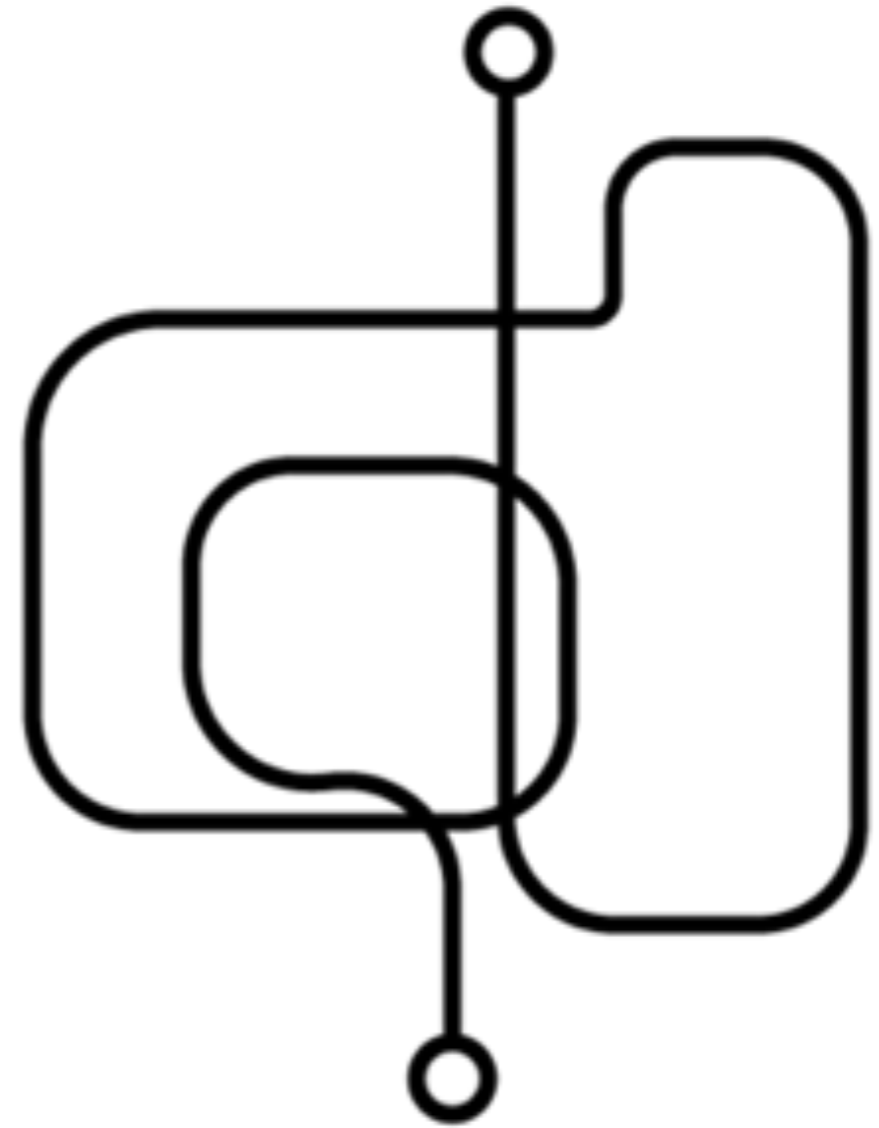


LONG-TERM TIME ORIENTATION

CONTEXT



LOW CONTEXT (DIRECT)



HIGH CONTEXT (INDIRECT)

BEING VS DOING

Work to live



BEING

Live to work



DOING

UNIVERSALISM VS PARTICULARISM



UNIVERSALISM



PARTICULARISM

EXPRESSIVENESS



NON-EXPRESSIVE (NEUTRAL)



EXPRESSIVE (AFFECTIVE)

FOCUS



MONOCHRONIC (LINEAR)



POLYCHRONIC (NON-LINEAR)



What do you see are some advantages of working with people whose values are different?

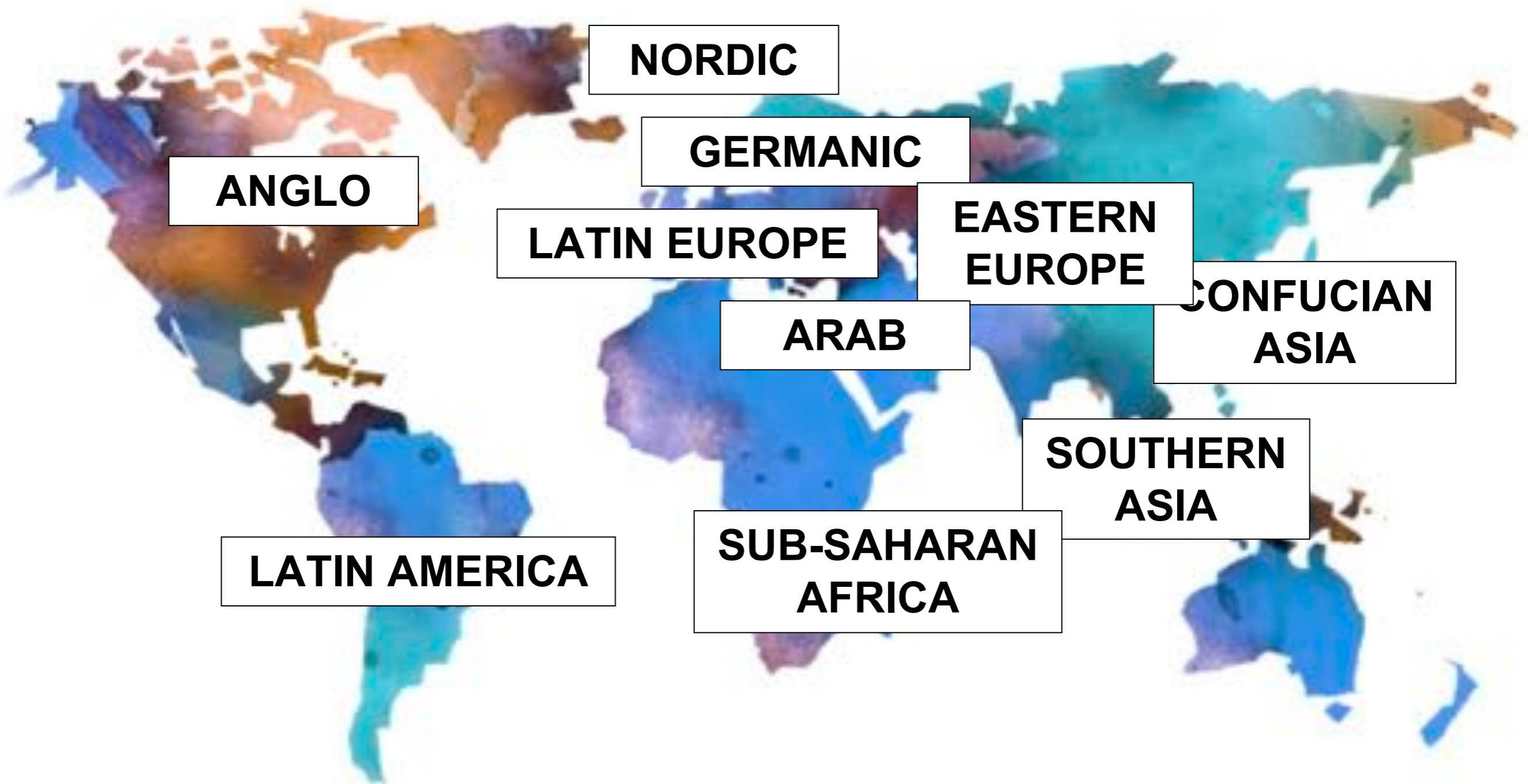
What have you seen to be challenges?

CULTURAL VALUE MAPPING

HW: Research the culture value system of the place you are going. Use the following Global clusters as a guide.

Thinking about the culture and team you are joining- what value will come most into conflict with how you are vs how the culture is?

Ten Global Clusters





**SEE
UNCONSCIOUS
BIAS &
EXPAND YOUR
PERSPECTIVE
(CULTURAL
VALUES)**

CQ KNOWLEDGE
CQ STRATEGY

What is your Cultural Identity?

Rate how important these are to you 1-10

- Nationality
- Race/Ethnicity
- Gender
- Age
- Religion
- Educational Level

Introductions

- What is one part of your cultural identity that is very important to you.
- Something people often assume about you that is **not** true



WHAT IS BIAS?

- **Explicit Bias** is attitudes and beliefs we have about a person or group on a conscious level
- **Unconscious/Implicit Bias** is unintended, subtle, and subconscious thoughts that happen to all of us, all of the time

““ *We’d like to believe we are open-minded, fair, and without bias, but research shows otherwise. This is an important, even if uncomfortable, realization for most of us.*””

— MAHZARIN BANAJI
Author, *Blind Spots: Hidden Biases of Good People*

CULTURAL VALUES AND UNCONSCIOUS BIAS

One way to see bias is by understanding cultural value preferences. These stem from decades of research on how to compare the ways individuals have been socialized based upon cultural backgrounds.



INDIVIDUALISM

- **Definition:** Emphasis on individual goals and individual rights
- **Potential Bias:** May be perceived as a lone ranger



COLLECTIVISM

- **Definition:** Emphasis on group goals and personal relationships
- **Potential Bias:** May be perceived as lacking personal initiative

LOW POWER DISTANCE

- **Definition:** Emphasis on equality; shared decision-making
- **Potential Bias:** May be perceived as disrespectful or weak

HIGH POWER DISTANCE



- **Definition:** Emphasis on differences in status; superiors make decisions
- **Potential Bias:** May be perceived as passive



LOW UNCERTAINTY AVOIDANCE

- **Definition:** Emphasis on flexibility and adaptability
- **Potential Bias:** May be perceived as unprepared or disorganized



HIGH UNCERTAINTY AVOIDANCE

- **Definition:** Emphasis on planning and predictability
- **Potential Bias:** May be perceived as uptight and inflexible



COOPERATIVE

- **Definition:** Emphasis on collaboration, nurturing, and family
- **Potential Bias:** May be perceived as weak



COMPETITIVE

- **Definition:** Emphasis on competition, assertiveness, and achievement
- **Potential Bias:** May be perceived as combative



SHORT-TERM TIME ORIENTATION

- **Definition:** Emphasis on immediate outcomes (success now)
- **Potential Bias:** May be perceived as short-sighted



LONG-TERM TIME ORIENTATION

- **Definition:** Emphasis on long-term planning (success later)
- **Potential Bias:** May be perceived as idealistic

WHAT CULTURAL VALUES REVEAL

- **General orientation** to life, work, and relationships
- **Potential biases** you have toward those with different cultural values
- Do **not** predict your ability to work effectively across cultures



PERSPECTIVE

Intentional consideration of another's **perspective** is a tool for managing bias



WHO WOULD MAKE THE BEST FIRST IMPRESSION?



A



B



C



D

WHO WOULD MAKE THE BEST FIRST IMPRESSION?



A



B



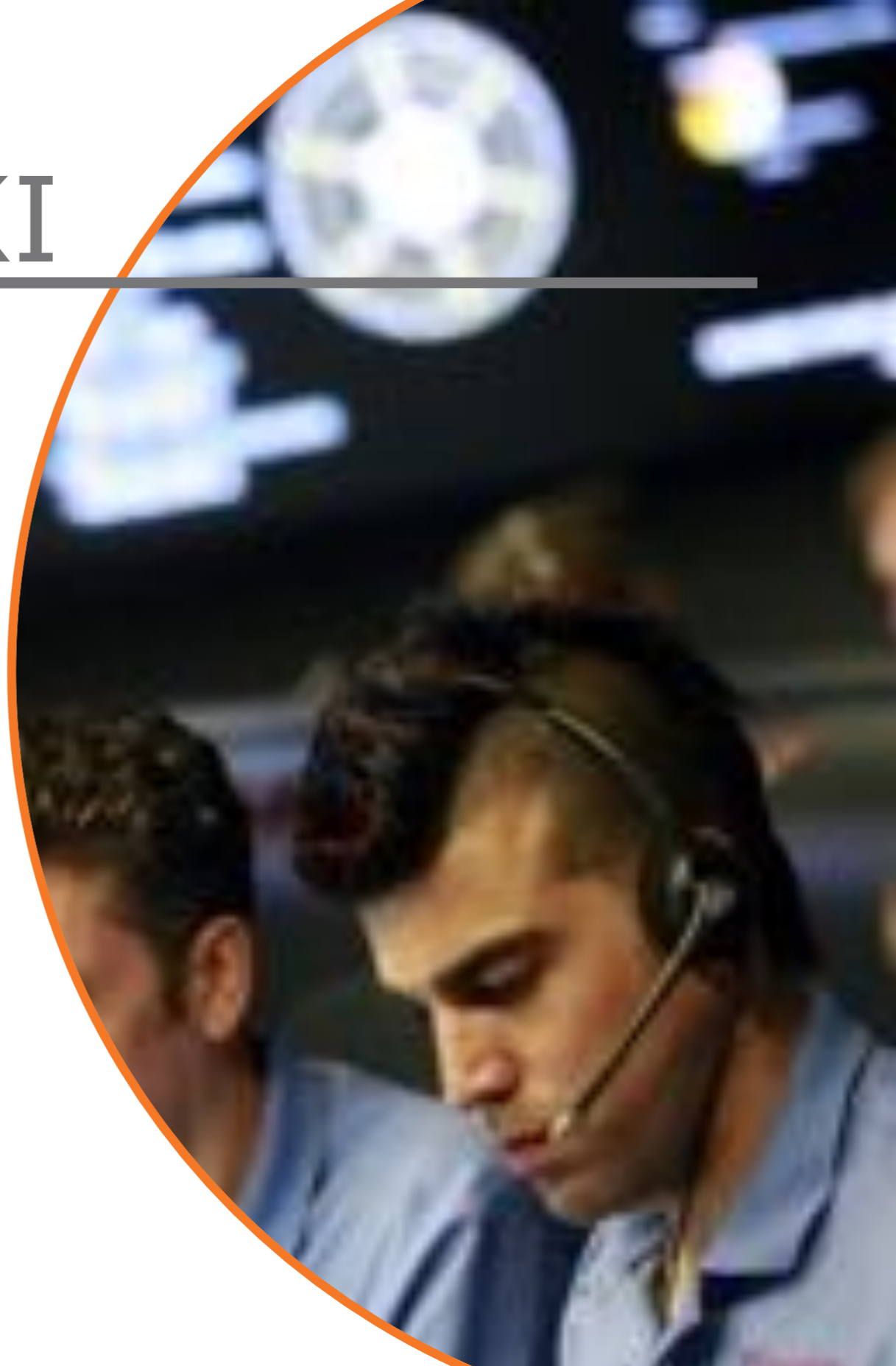
C



D

BOBAK FERDOWSKI

- MIT graduate
- Systems Engineer at NASA Jet Propulsion Lab
- Member of Mars Science Lab *Curiosity* Mission





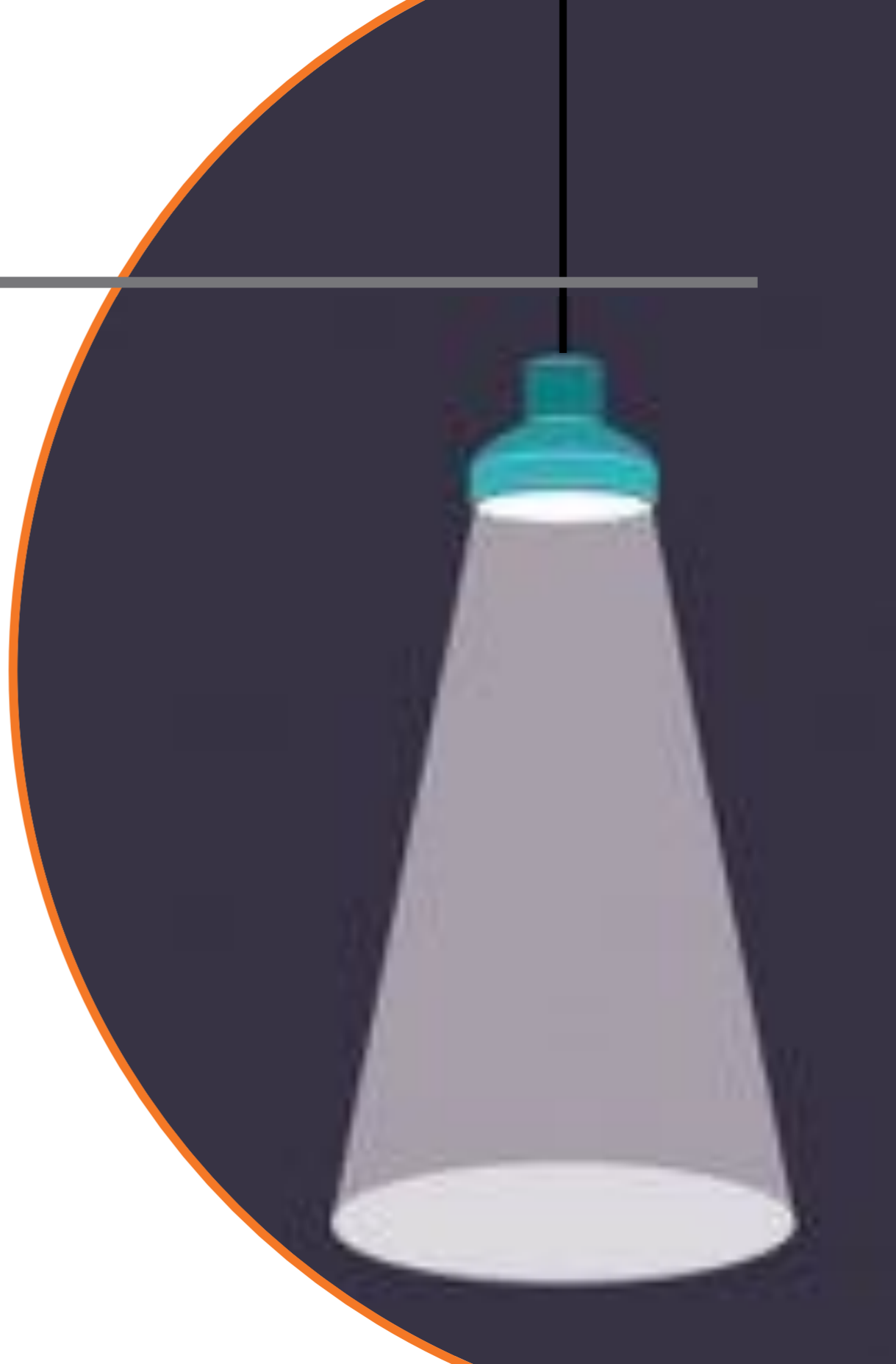
CULTURAL
INTELLIGENCE
CENTER



LIFT UP THE FLASHLIGHT

Consider a broader perspective:

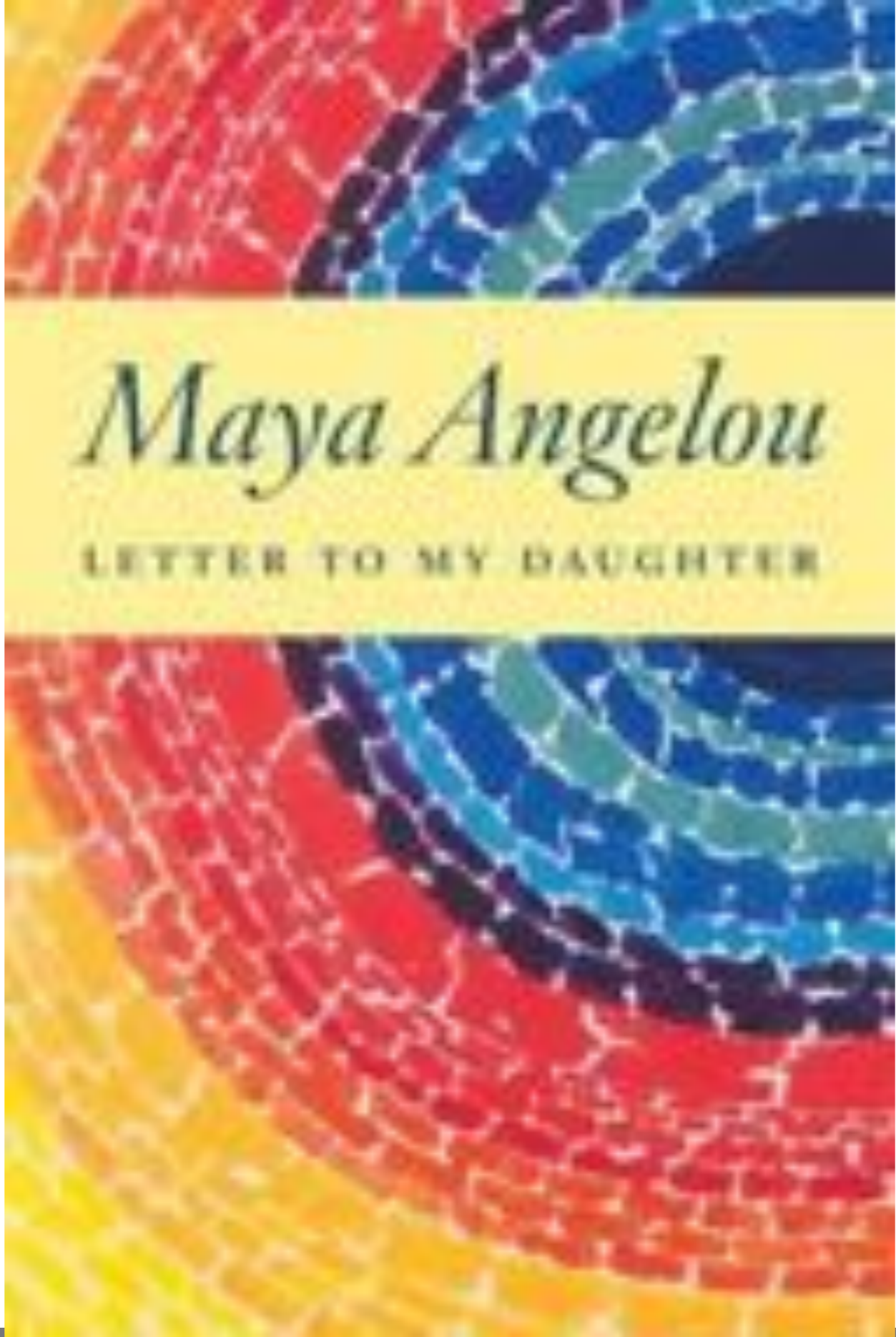
- What happens when you hold the flashlight close to the object you are looking at?
- What happens when you lift up the flashlight?



Questions for Reflection

- How can you use perspective-taking to help you as you enter a new culture/city/work with a new team?
- Consider the 10 Cultural Values and the potential biases. Name 1-2 that you may tend to see others in a potential bias. Given an example. By learning more about cultural values how as this helped you see another perspective?





the year in Dakar, the capital of Senegal, and I would always be welcome in their home. Years passed before I did visit Senegal, but the telephone number they had given me still worked. I was invited for dinner.

I entered a beautifully furnished living room to the sound of people laughing and glasses clinking with ice. The guests were integrated. As many Europeans as Africans were enjoying a full-blown party. Samia introduced me to a small group near the door and stayed talking to us until a server offered me a drink.

I wandered from group to group. Samia's first language was Serer but I did not speak Serer and the Senegalese accent made the French which was spoken, hard for me to comprehend. I passed an open door where people stood along the wall, careful not to step on the beautiful Oriental rug in the center of the room.

I had known a woman in Egypt who would not allow her servants to walk on her rugs saying that only she, her family and friends were going to wear out her expensive carpets. Samia plummeted in my estimation. Ob-

25 mins left in book

57%

viously she had informed her guests that she would not look favorably on them if they stepped on her rug. I wondered what words did one use to inform a guest how to behave? I decided to find out.

I went into the room and in the guise of looking closely at some paintings on the wall, I walked across the center of the rug, then turned and walked back to another painting. I must have stepped on the rug four or five times. The guests who were bunched up on the sidelines smiled at me weakly. They might be encouraged to admit that rugs were to be walked on.

A Senegalese woman in a white brocade gown smiled at me and engaged me in conversation. She was a writer and we began talking about books. I became so interested I nearly missed the next scene. Two maids came and rolled up the rug I had walked on and took it away. They returned immediately with another equally as beautiful. They spread it, and patted it until it was smooth.

They then put glasses on the carpet and huge serving spoons, folded napkins and sil-

24 mins left in book

58%

verware, wine and pitchers of water. Finally a bowl of steaming rice and chicken was placed on the carpet.

Samia and Pierre appeared and clapping their hands they called for attention. Samia announced that they were serving the most popular Senegalese dish, “Yassah, for our sister from America.” She waved her hand at me and said, “For Maya Angelou” adding, “Shall we sit?”

All the guests sank to the floor. My face and neck burned. Fortunately, because of my chocolate brown complexion, people could not know I was on fire with shame. Clever and so proper Maya Angelou, I had walked up and down over the tablecloth.

I sat, but I found swallowing hard to do. The food had to force its way over that knot of embarrassment.

In an unfamiliar culture, it is wise to offer no innovations, no suggestions, or lessons.

The epitome of sophistication is utter simplicity.

23 mins left in chapter

59%

**“In an unfamiliar culture
it is wise to offer no
innovations, no
suggestions, or lessons”.**

Accepted and Familiar



Cultural Observation Activity

Prepare

Observe

Listen

Look Deeper

Action