

Cultural Awareness and Sensitivity

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Culture is the collective programming of the mind distinguishing the members of one group or category of people from others.

-Geert Hofstede

Benefits of Cultural Awareness and Sensitivity

1. Helps you work effectively with those who are different
2. Gives you insight into the culture of others
3. Helps you build rapport with others
4. Can improve your leadership style

Cultural Awareness Competencies

- Mindfulness/Self-Awareness
- Objective Communication
- Big Picture Capacity
- Empathetic Listening
- Perceptual Acuity

Cultural Values – What Cultural Differences Occur Here?

Inclusion

A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

Mapping Differences in Work Preferences

- Logical, analytical, linear, and data-oriented
- Organized, sequential, planned, and detailed-oriented
- Supportive, expressive, and emotionally oriented
- Big-picture, integrative, and ideation-oriented

Stereotypes

Viewing a group or category based on a fixed and oversimplified perception; a standardized mental picture that typifies members of a group and represents an over-simplified opinion, attitude, or uncritical judgment.

Contact Hypothesis – Theory that prejudice and conflict among groups can be reduced if members of the groups interact with each other.

Hofstede's Cultural Dimensions is a theory that describes how national culture influences behavior and values in different societies. The theory identifies:

Six Dimensions of Culture

1. Power Distance
2. Individualism VS Collectivism
3. Masculinity VS Femininity
4. Uncertainty Avoidance
5. Long-Term VS Short-Term orientation
6. Indulgence VS Restraint

Barriers to Inclusion

- Discrimination
- Harassment
- Bullying
- Victim Blaming
- Micro-Aggression
- Stereotyping
- Efficiency
- Unconscious Bias

Efficiency

Our brains take in a tremendous amount of information, and to save time we process most things unconsciously and filter out all but a few things we attend to.

Victim Blaming

Victim blaming occurs when the victim of a wrongful act is held entirely or partially at fault for the harm that befell them.

Micro-Aggression

A statement, action, or incident regarded as an instance of indirect, subtle, unintentional or intentional discrimination against members of a particular group.

Discussion

Share real-world examples of microaggressions.

Brainstorm some ideas on how you can:

1. Create an environment that discourages discrimination, harassment, bullying, victim blaming, and microaggressions.
2. Confront occurrences of these acts.

How Unconscious Bias Influences Workplace Decisions

Our brains take in a tremendous amount of information, and to save time some of this is processed unconsciously.

The brain retrieves information that has been filed away for quick decision-making.

Relying on this quick information allows unconscious bias to influence decisions.

Risk Factors

Individuals are susceptible to shortcuts (unconscious bias) when they:

- Assess and assign a task
- Look at large groups
- Seek clarity
- Are stressed, rushed or emotional

Develop Your Unconscious Bias Awareness

- Think about your reactions to people you have met recently.
- Think about the people who make you feel most uncomfortable and those who have the opposite effect.
- Spend time in diverse elements.
- Converse with a wider range of coworkers.

Bystander Intervention

Assisting someone in situations that range from talking to a friend who appears to be depressed to intervening when someone is being abused or harassed.

Goal: to reduce harm in the moment.

Types of Unconscious Bias

Affinity- unconsciously preferring someone who reminds you of yourself

Ageism- discriminating against someone on the basis of their age

Attribution- idea that achievements result from luck while errors or mistakes occur due to a lack of skills

Beauty- how we treat another individual based on physical attractiveness

Conformity- our social circle influences our perception of someone

Confirmation- specifically look for evidence to support an earlier or preconceived assumption and typically results in selective observation

Contrast Effect- evaluating the performance of one person in contrast to another you experience in close succession

Gender Bias- preferring or assuming one gender is better for the job

Halo Effect- focus on one particularly great attribute, ignoring all other flaws or defects

Horns Effect- concentrating solely on one negative characteristic despite other more positive ones

Name Bias- judging a person based on name and perceived background

Weight Bias- negatively judging those who are larger or heavier than average

Generational Diversity

| Generation | Born |
|-----------------|-------------|
| Traditionalists | 1925 - 1945 |
| Baby Boomers | 1946 - 1964 |
| Generation X | 1965 - 1980 |
| Millennials | 1981 - 2000 |
| Generation Z | 2001 - 2020 |

Cultural Sensitivity 4-Step Process

Drive - What's my motivation for learning about diverse cultures?

- Intrinsic Interest
- Extrinsic Interest
- Self-efficacy

Knowledge - What cultural understanding do I need?

- Cultural General
- Context Specific

Strategy - How should I adapt?

- Planning
- Awareness
- Checking

Action - What's my plan?

- Speech
- Verbal
- Nonverbal

We Judge Others by Their Words and Actions We Judge Ourselves by Our Intentions

- State Your Intentions
- Check in on Your Actions
- Assume Positive Intent

| Name: Betari Box | |
|------------------|--------------------|
| | |
| 3. What I do | 4. What others see |
| 2. What I see | 1. What they do |

Communication It Isn't Talking

- It is creating a context/space for interaction » Create a context or space that is *safe*
- It is listening » Use reflective listening and validation
- It can be “over here” or “over there” » Be “over there” not “over here”
- It is 100% the responsibility of...both the sender and the receiver » Take 100% responsibility with “I” language

Disarming Communication

Acknowledge (I hear you) – Repeat what they said or address the elephant in the room.

Validate (I see you)– They are important, justified, and safe: “It is understandable that you would be upset...”

Empathize (I feel you) – Name the emotion: “You seem frustrated.”

Information/Options (control) – People need to feel in control.

Sameness (I am safe) – Mirror and match their language, posture, rate, eye contact, formality, intensity, speech patterns...

Fairness (Here is safe) – Let them tell their story.

Perspective (You’ve go this!) – Ask, assure, and affirm.

Mindset Check

Inward Mindset: Not seeing the other person as a person. In the moment, only thinking about:

How are others impacting me?

Behaviors are all self-focused

Leads to: Silos, Stagnation, Low Morale, Blame

Outward Mindset: Everyone sees others as people that matter and taking their needs, objectives, and challenges into account:

How am I impacting others?

Behaviors take others into account

Leads to: Awareness, Collaboration, Innovation, Engagement, Accountability

What are Norms?

A form of social approval. They act as powerful influences on the attitudes and behavior of people in a group.

Turn Around Negative Norms

1. Identify negative norms.
2. Prioritize them based on ease and impact.
3. Identify behaviors that enforce the negative norm.
4. Formulate a new positive norm.
5. List behaviors that support the positive norm.
6. Brainstorm realistic ways to get the changes to spread.

10 Types of Norms in Organizations

Norms of organizational and personal pride
(us vs. we – they)

Norms of performance/excellence
(the best vs. good enough)

Norms of teamwork and communication
(win-win vs. win-lose)

Norms of leadership and supervision
(caring vs. callous)

Norms of profitability and effectiveness
(ownership vs. indifference)

Norms of colleague or associate relations
(high vs. low interrelatedness)

Norms of customer/consumer relations
(customer is paramount vs. customer is a pain)

Norms of honesty and security
(integrity vs. indifference)

Norms of training and development
(integral vs. incidental)

Norms of innovation and change (pursuing creative risks vs. being suspicious of innovation)

Cultural Intelligence Self-Assessment

Use this tool to identify aspects of your cultural intelligence (CI) that would benefit from strengthening. For each statement below, check “Yes” if you agree; “No” if you disagree. Then read the ideas for strengthening any weak areas.

CI GAINED THROUGH THOUGHT AND OBSERVATION

| Statement | Yes | No |
|---|-----|----|
| Before I interact with people from a new culture, I ask myself what I hope to achieve. | | |
| If I encounter something unexpected while working in a new culture, I use this experience to figure out new ways to approach <i>other</i> cultures in the future. | | |
| I plan how I’m going to relate to people from a different culture before I meet them. | | |
| When I come into a new cultural situation, I can immediately sense whether something is going well or something is wrong. | | |

CI GAINED THROUGH BEHAVIORAL MIRRORING

| Statement | Yes | No |
|--|-----|----|
| It’s easy for me to change my body language (for example, eye contact or posture) to suit people from a different culture. | | |
| I can alter my facial expression when a cultural encounter requires it. | | |
| I can modify my speech style (for example, accent or tone) to suit people from different cultures. | | |
| I easily change the way I act when a cross-cultural encounter seems to require it. | | |

CI GAINED THROUGH MOTIVATION AND BELIEF IN THE POSSIBILITY

| Statement | Yes | No |
|---|-----|----|
| I have confidence that I can deal well with people from different cultures. | | |
| I am certain that I can befriend people whose cultural backgrounds are different from mine. | | |
| I can adapt to the lifestyle of a different culture with relative ease. | | |
| I am confident that I can deal with a cultural situation that’s unfamiliar. | | |

Strengthening weak areas: For any statements where you checked “No,” list ideas for strengthening that ability. For example, suppose you lack confidence in your ability to deal with an unfamiliar cultural situation. In this case, you may be able to boost your confidence by talking with colleagues who had felt equally nervous about being in new cultural situations but who learned how to manage their nervousness.

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