

WHAT ARE YOU TALKING ABOUT?

CONSIDERING CROSS CULTURAL COMMUNICATIONS WHEN ATTEMPTING TO RESOLVE
EEO ISSUES

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Cross cultural communication, what is it?

- ◎ Cross-cultural communication refers to the ability to recognize cultural differences and similarities when dealing with someone from another culture and the ability to recognize features of behavior that are affected by culture.

Objectives

- ① Identify common aspects of cultural communication
- ① Learn strategies for evaluating situations in which cultural communication may be at play
- ① Explore tools for overcoming communication difficulties and preventing or resolving conflict

Groundrules

- Respect

Understanding culture and cultural differences

- ◎ Culture has different meanings for different people
 - Once synonymous with education, art and learning
 - Cosmopolitan outlook
 - Sophisticated upbringing
 - No longer restricted to Picasso, Mozart or Shakespeare
 - Artisans, pop musicians and graffiti artists
 - Beautiful, valuable or informative products of human creativity

Understanding culture and cultural differences

- Culture can then be defined as the set of learned values, assumptions and norms which are shared to varying degrees with members of a group, and which influence the way in which members of that group perceive, think and act.
- Not restricted to people with who we happen to share a nationality, language or religion

Why does culture exist?

◎ Two Reasons

- 2 Characteristics

- The human mental tendency to categorize
- The human need for social interaction

WHAT DOES CULTURE LOOK LIKE?

An onion

SUBJECTIVE CULTURE

- Visible
- Identity/relationship styles
- Thinking/learning styles
- Organization/work styles
- Communication styles

Values

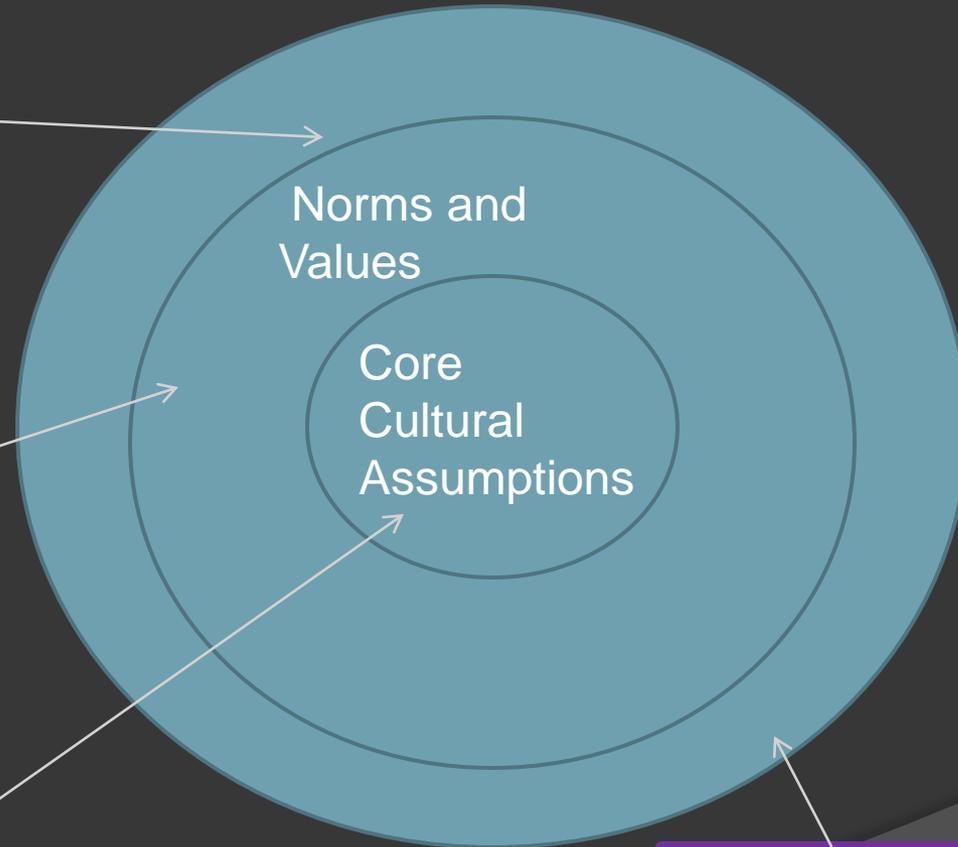
- Ideals shared by group members to which strong emotions are attached.

Norms

- The “right” or “wrong” ways of doing things. The rules people live by in practice.

Core cultural assumptions

Basic truths about identity and relationships, time and space, ways of thinking and learning, ways of working and organizing, and ways of communicating.



OBJECTIVE CULTURE

- Visible cultural artifacts
- Rituals and superstitions
- Heroes and myths
- Symbols
- Taboos

Stereotype

- ◎ Original Meaning
 - Printing stamp used to make multiple copies
- ◎ Origin of Current Meaning
 - Lippmann (1922) *“Public Opinion”*
 - *Generalizations made about a person or category of persons.*
- ◎ *Enables us to simplify complex realities and give meaning to customs, values or behaviors alien to us.*

Stereotypes cont'd.

- ⦿ Acquired Secondhand
 - Family
 - Education
 - Media
 - Friends
- ⦿ Firsthand knowledge required to move beyond

Stereotypes cont'd.

- ⦿ Moving beyond
 - Learning to understand individuals
 - Distinguishing when they are acting according:
 - To their culture
 - To the context they are in
 - To their own personal set of values
- ⦿ Stereotypes create a perception of them and us
- ⦿ Racial/Ethnic stereotypes can be positive
 - Ex. Asians are regarded as intelligent, Germans as diligent

Stereotypes cont'd.

- ⦿ Avoid simplistic labels of good or bad
 - Can be damaging
 - When accepted as truth, they lead to sweeping assumptions about entire races of people
- ⦿ Develop balance and considerate ways of viewing cultures, yours and others

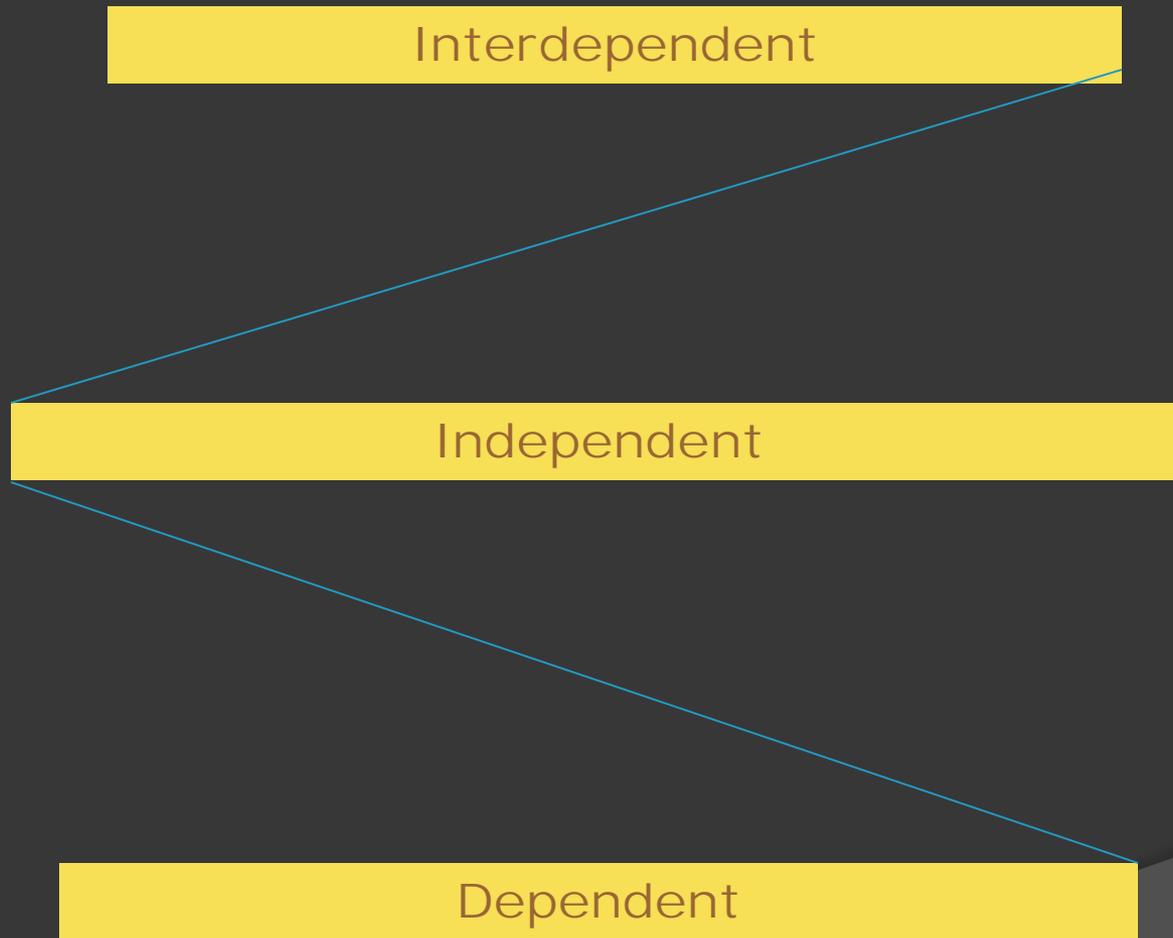
How do we move beyond stereotyping?

- ⦿ Be aware
- ⦿ Make your own stereotypes explicit
- ⦿ Look for complexity in other groups
- ⦿ Separate description from interpretation and evaluation
- ⦿ Don't impose your stereotypes on others
- ⦿ Focus on the individual, in context
- ⦿ Be up-to-date
- ⦿ Look for shared understanding
- ⦿ Avoid labels of “good” or “bad”
- ⦿ Distinguish moral relativism from cultural relativism

How do we move beyond stereotyping?

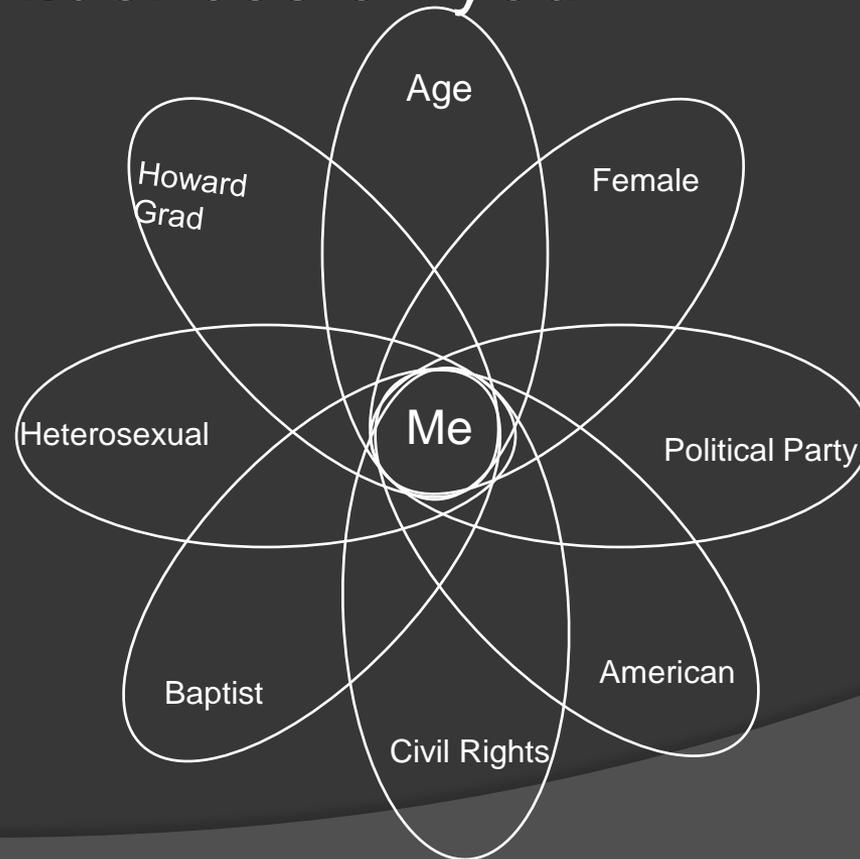
- ⦿ Working with a group where stereotyping and mutual distrust is a problem?
 - The following 'rules of thumb' are likely to improve interaction and communication:
 - Bring people into a situation where they enjoy equal status
 - Create a climate of interdependence
 - Arrange for personal interaction so people can appreciate their uniqueness as well as their similarities
 - Start meaningful dialogue with an individual whose group is being stereotyped
 - Try to keep communication lines open, especially throughout conflict, to avoid misunderstanding

Maturity Continuum: Covey said....



How do we really move forward?

- Recognize and explore the range of cultural influences on you



How do we move beyond....

- ① Develop an awareness and understanding of your own basic values, attitudes, assumptions and behaviors
 - Knowing ourselves requires learning to understand our own hidden core values and assumptions
 - Task focused – all business/no relationship necessary
 - Relationship focused – complete details through good personal and professional relationships
 - Decisive leadership – expectation is power to influence and make decisions is restricted to the senior level
 - Consensual leadership – expect consultation and discussion
 - Which reflect your core attitudes toward relationships and leadership?

'RED FLAGS'

- ① When you are faced with attitudes or behaviors that are unfamiliar or out of place, your frame of reference is your own set of cultural expectations and assumptions
 - What are some of the labels or 'red flags' you come up with when encountering this type of situation?
 - Take 3 minutes to write them down

How do we move beyond....

- ◎ Learn to recognize your cultural 'red flags'
 - Research suggests a number of negative 'red flags' consistently
 - They are rude or insulting
 - They are dishonest or corrupt
 - They are disrespectful, over-familiar or lacking in respect
 - They are bossy or inflexible
 - They are servile or weak
 - They are confrontational or hostile
 - They are cold, unfriendly or patronizing
 - They are inscrutable or unpredictable
 - They are hypocrites who don't say what they mean
 - They are slow or stupid
 - They are old-fashioned, primitive, uncultured or uneducated
 - They are irresponsible and untrustworthy
 - They are prejudiced or bigoted
 - Positive 'red flags' - they are so friendly; they are so hospitable.
 - Strategy: look for parallels between your own culture and the one you are dealing with

How do we move beyond....

- ◎ Learning to recognize your own **reactions** to ambiguity and uncertainty
 - Displacement – taking it out on someone else
 - Projection – complaining about other people being edgy and rude;
 - Rationalization – thinking that there are no other suitable ways to behave
 - Denial and repression – stress being expressed in physical symptoms
 - Regression – doing things you should have outgrown
 - Passive-aggressive behavior – quiet rebelliousness
 - Acting out – repeating ineffective behavioral scripts.

How do we move beyond....

- ◎ Awareness allows us to begin to move forward
 - Ask yourselves:
 - How productive have the responses you generally use been for all parties?
 - How productive are they likely to be in the future?
 - How can we begin to manage them effectively?

“If you always do what you always did, you always get what you always got”

Exercise

- ⦿ Individually write as many words as you can to define the word I will give you.
- ⦿ The word is.....
- ⦿ You have 60 seconds to write
- ⦿ Count the # of words you have. Share the # with the group

Summary

- ◎ Common Aspects of cross cultural communications
 - Stereotypes
 - Verbal vs. Non-verbal expressions
- ◎ Strategies
 - Understanding culture and cultural differences
- ◎ Tools
 - How do we move beyond stereotypes



Arigato



Obrigado!



Köszönettel

