

Managing Across Cultures

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Overview

- **Communications Styles**
- **Values**
 - *Humility –vs- Achievement*
- **Leadership and Conflict Styles**
- **Phases in Cultural Immersion**
- **Dealing with the Differences**
 - **15 min Break: Experiential Exercises**
 - 9:40 AM
 - 10:50 AM

Download the handout at www.williamcruz.us/jmu.htm

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Objectives

- Enhance our Leadership ability:
 - by learning to manage across cultures.
- Increase our communication skills
 - by developing inter-cultural communication skills
- Develop respect for individuals and the diversity they bring:
 - by studying the cultural differences and being mindful and empathetic.

Become culturally competent

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Why is it important to focus on Intercultural Communication?

And why is it important to become better at this complex form of interaction?

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Economy is Demanding it

- It's strategically important for companies in the emerging transnational economy.
- Increasing globalization
- A more diverse domestic workforce

Corporations that do nothing will lose ground.

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The Economy Demands it Demographically

Diversity in the US*

- There are approximately 288.4 M persons in the United States.
- Black or African American population is 38.3 million (13.2%)
- 38.8 M (13.4%) of the U.S. population is Hispanic.
- 13.1 M (4.5 %) of the U.S. is Asian
- 4.3 M (1.4%) of the U.S. is Native American

(*) According to the Census estimate as of July 2002.

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The Economy Demands it Demographically

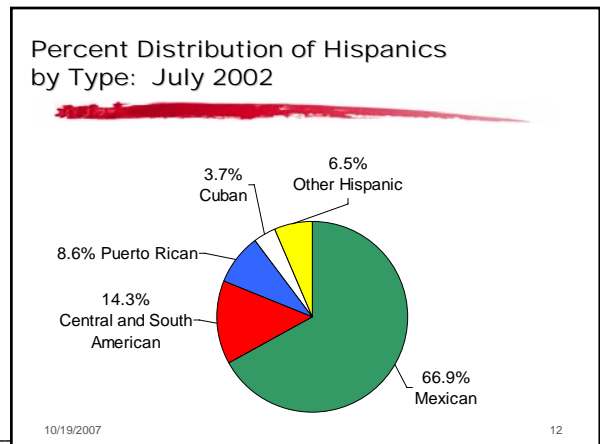
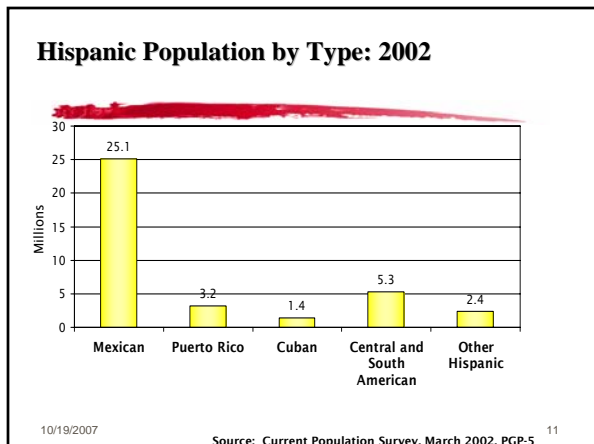
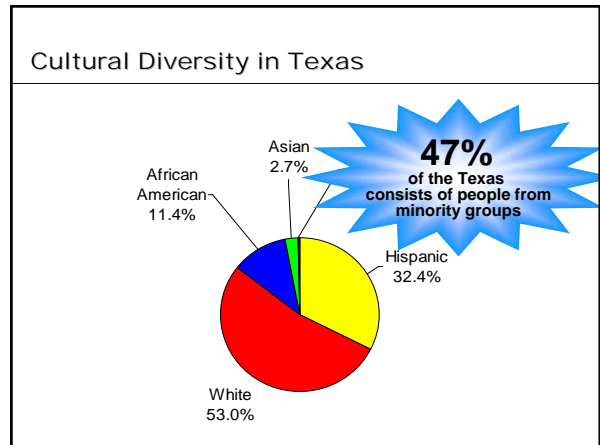
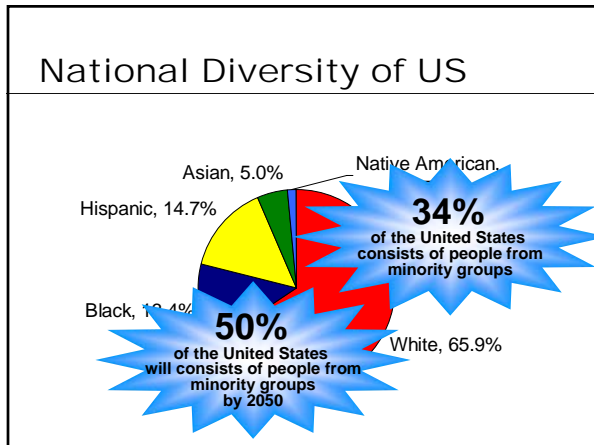
Diversity in the US*

- There are approx. 302.9 M persons in the US.
- Black population is 40.2 M (13.4%)
- 44.3 M (14.72%) of the U.S. population is Hispanic.
- 14.9 M (5%) of the U.S. is Asian
- 4.5 M (1.5%) of the U.S. is Native American

(*) According to the Census estimate of U.S. population as of July 1 2006.

The nation's minority population reached 100.7 Million on May 2007

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On Identity

- Black 39%
- African American 34%
- Black American 10%

Larkey, L.K., Hecht, M.L., & Martin, J.N. (1991, November). *What's in a Name: Expressions of African American Ethnic Identity*. Paper presented at the International Conference for Language and Social Psychology, Santa Barbara, CA.

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On Identity

- Black 39%
 - reflective of skin color
 - communicates racial identity
 - communicates pride, rights, kinship and equality
- African American 34%
 - ethnic heritage is key
 - stress blended heritage of African and United States
 - ethnic rather than racial identifier
- Black American 10%
 - means both Black and American
 - expresses both patriotism and ethnic pride
 - reflects place of origin and heritage

Larkey, L.K., Hecht, M.L., & Martin, J.N. (1991, November). *What's in a Name: Expressions of African American Ethnic Identity*. Paper presented at the International Conference for Language and Social Psychology, Santa Barbara, CA.

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On Identity

- Use the term Hispanic and Latino Interchangeably
- Some people do not like the term Hispanic because
 - emphasizes Spanish culture- a Eurocentric view
 - it de-emphasizes other cultural influences such as Native American culture (Maya, Inca, Aztec, Taino) or African influence.
 - to some it connotes "racism" because the Spanish invaded, killed Native Americans and enslaved Africans.
- Latino
 - acknowledges Native American and African influences

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National Diversity of US

What are the ancestries and ethnicities of whites?

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Fifteenth Largest Ancestries: 2000

Based on US Census Bureau brief titled *Ancestry 2000*, June 2004.

What is this person's ancestry or ethnic origin?
Included in long form given to 1 out of 6 persons.

Majority of the ancestry of whites in the US is European.
Term: European Americans

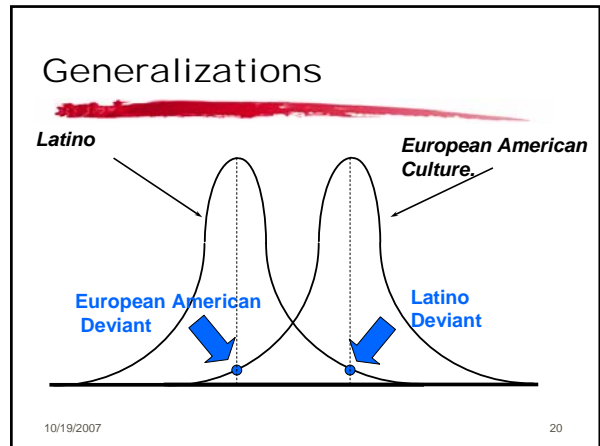
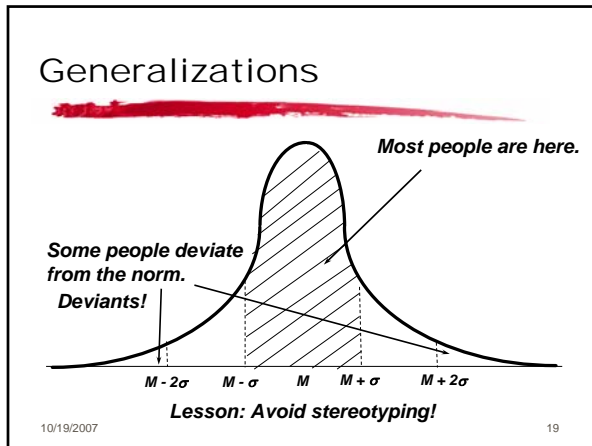
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Generalizations

- I make generalizations about cultures. However individuals may differ from the generalizations
- We are different because of:
 - historical differences
 - racial differences
 - geographical differences
 - linguistic differences
 - acculturational differences (1st, 2nd, 3rd generation...seniority at work)
 - socioeconomic differences
 - Personality differences
- Context dictates behavior:
 - Management Level
 - Corporate Setting/Informal Setting
 - Duration of Relationship-Stranger or long working relationship
 - In-group member and out-group member

However there are common threads

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Lets Dialogue

Please Share
your experiences
and thoughts.

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- ### Non Verbal Communication (NVC)
- Language is at most 35% of Communication, the rest is non verbal according to Dr. Ray L. Birdwhistle.
 - In order for communication between members of the same culture to take place both speaker and listener must be in tune to both the language and NVC.
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- ### Inter-Cultural Nonverbal Communication
- Different Cultures have distinct ways of communicating nonverbally.
 - "What happens when two people of different cultures talk in the same language but employ different nonverbal communication techniques?"*
 - Differences cause misperceptions, misinterpretations, friction, confusion, misunderstanding and discomfort.
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- ### Cause of Misunderstanding
- Projective Cognitive Similarity A.K.A Projective Similarity.
 - One assumes the other:
 - Perceives
 - Judges
 - Thinks
 - and reasons the same way she or he does.
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Evaluating the Differences

- Tendency:
 - toward in-group favoritism
 - In-group presumed to be normal
 - and out-group disapproval.
 - to see the other as being comparatively dysfunctional.

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Functions of Nonverbal Communication

Functions

- Expressing Emotions
- Managing Conversations
- Reflecting Identities
- Impression Formation
- Interpersonal Attraction

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Nonverbal Patterns

- Space (Proxemics)
- Face/Gestures (Kinesics)
- Touch (Haptics)
- Eye Contact (Oculesics)
- Time (Chronemics)
- Tone (Paralinguists)

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Haptics - Touching

- African American men shake hands and hug with the left arm. (adopted in multi-culturally in hip hop music culture and youth culture.)
- Arab Culture: stand and sit closer than European Americans. Common to see two men or two women holding hands when walking or crossing the street.
 - Guys be prepared he may hold your hand


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Haptics - Touching



Canadian Prime Minister Jean Chretien and Egyptian President Hosni Mubarak.
New York Times, June 2, 2003
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Haptics - Touching



Crown Prince Abdullah of Saudi Arabia and President Bush.
New York Times, June 2, 2003
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Haptics - Touching



Crown Prince Abdullah of Saudi Arabia and President Bush.
New York Post, April 26, 2005.
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Wrong Ways to Dealing with Differences

- Assimilation - absorb the dominant culture and repress native culture
 - deny the very essence of your identity
 - "Uncle Toms," "White," "White-washed," Coconuts
 - creates low self esteem (self rejection)
 - historical in the US, comes from fear of differences

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Wrong Ways to Dealing with Differences (Continued)

- Ostrich Syndrome
 - Ostrich sticks its head in the ground when scared
 - Refuses to acknowledge or Ignores the problem
 - "I mind my own business just go to school or work,"
 - Contribute to maintaining status-quo

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Right Way to Deal with Differences

- Acknowledge cultural illiteracy
- Become conscious of your own culture:
 - Nonverbal Communication styles (NVC)
 - Values, scripts and behaviors
- Become conscious of other culture's NVC styles and values:
- Acculturate:
 - Borrow attributes of the other culture that will allow you to communicate effectively with that person.
 - proudly maintain you own cultural identity.

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Right Way to Deal with Differences

- We should develop, refine and constantly practices the skill of **SWITCHING CULTURAL CHANNELS**
 - You switch channels mono-culturally: peer, subordinate, superior or friends, family members or depending on the emotional or physical setting.
- This is an indispensable skill to increase your effectiveness as a leader in your multicultural groups and interactions.
- Actualize: do not just intellectualize.
 - A common mistake
 - Practice switching-it's a skill that will take years to develop and feel comfortable.

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Summary

- Language is at most 35% of communication, the rest is nonverbal communication.
- Functions of NVC are to express cultural identity, expression emotions, form impressions, manage conversations.
 - You are constantly demonstrating your cultural identity everyday. (eye contact, distance, say verbally/nonverbally, cultural scripts)
- Six Patterns of NVC (space, eye contact, touch, expressions vocalic, etc...)

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Summary

- Different cultures have distinct NVC styles and values that cause misinterpretation, misperception and misunderstanding in cross cultural communications.
- Avoid being an Ostrich or an "Uncle Tom."
- To strengthen our leadership and communication skills it is necessary to learn the art of SWITCHING CULTURAL CHANNELS to avoid frustration and discomfort of misunderstanding in a multi-cultural environment.

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Recommended Books



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How To Get The Book?

- “NonVerbal Communication” is available:
 - In Educational Resources Information Center (ERIC) electronic database: ERIC ED 258468
 - through an Inter-library Loan at:
 - Brooklyn College Library, Brooklyn, NY
 - New Hampshire State Library, Concord, NH
 - Bridgewater State Library, Bridgewater, MA
 - Boston Public Library, Boston MA
 - Houghton College Library, W. Seneca, NY

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