

Dynamics of Cross-Cultural Communications

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Do you know me?

Dynamics of Cross-Cultural Communication

A Lunch and Learn for Children's of MN, July 2 and 9, 2009

Presented by:
David B. Hunt, J.D.
President and CEO



Lunch and Learn Workshop - Agenda

- BARNGA – A Cross-Cultural Simulation
- Six Stumbling Blocks in Cross-Cultural Communication
- Ten Core Cross-Cultural Value Differences
- Tips For Communicating Effectively Across Cultures
- Next Time: Managing Cross-Cultural Conflict

BARNGA

Dynamics of Cross-Cultural Communications

BARNGA Debrief

BARNGA: Discussion Questions

- What feelings did you experience while playing BARNGA?
- What behaviors did you notice in yourself or others?
- Is this game like real life?
- How does this experience reflect what's happening with Children's patients' and/or employees?

6 Stumbling Blocks in Intercultural Communication

1. Culture Shock
2. Assumption of Similarities
3. Language Differences
4. Nonverbal Misinterpretations
5. Preconceptions and Stereotypes
6. Tendency to Evaluate

Understanding Cultural Differences

Four Types of Human Behavior

- Biological – Small percentage. Example: 25% of hostage takers are paranoid schizophrenics.
- Situational – Most behavior is situational – based on our sensory perceptions of the social world. Key feature is that situational behavior is not patterned.
- Personality – Patterned behaviors that constitute idiosyncratic learned responses to our environment. Example: Myers/Briggs Indicators.
- Cultural – Ways of experiencing the world and acting in it are learned from the groups to which we belong. Patterns are shared within a group.

What is the Basis of Intercultural Behavior?

- Culture is the learned and shared patterns of values, interpretations and behaviors of a group. (The unwritten rules about how to do things "right.")
- Intercultural focuses on patterns of behavioral difference between groups.
- Not all individuals in a cultural community necessarily share the same cultural patterns. Example: every culture has dominant and non-dominant groups.

Ten Core Cross-Cultural Issues

1. Orientation: Individualistic vs. Collectivistic
2. Status: Achieved vs. Ascribed
3. Focus: Task vs. Relationship (Univ. Rules vs. Partic.)
4. Communication: High Context vs. Low Context
5. Time: Clock Time vs. Cyclical Time
6. Mental Processes: Linear vs. Lateral
7. Affect: Neutral vs. Emotional
8. Conflict Style: Harmony vs. Confrontation
9. Locus of Control: Internal vs. External (Fate)
10. Power: Egalitarian vs. Hierarchical

Core Cross-Cultural Differences Explained

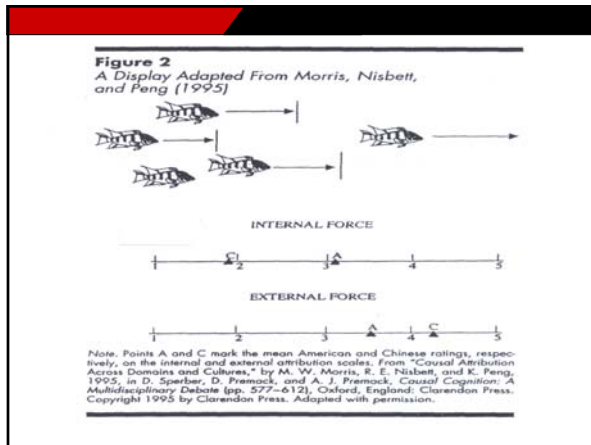
Individualism vs. Collectivism

<u>Individualist</u>	<u>Collectivist</u>
1. "I" mentality.	1. "We" mentality.
2. Personal identity trumps group identity.	2. Group identity trumps individual identity.
3. Patient is decision-maker	3. Group/elders may decide for patient.
4. Patient should care for themselves and nuclear family members only.	4. Extended family and/or in-groups look after members in exchange for loyalty.
5. Stand out from crowd.	5. Fit in with crowd.
6. Initiative valued.	6. Initiative tied to status.
7. Speak your mind.	7. Mind your speech. Group harmony valued above all.

Immigrants' Top Countries of Origin - 2004

<u>Minnesota*</u>	<u>United States</u>
1. Somalia	1. Mexico
2. Ethiopia	2. India
3. India	3. Philippines
4. Mexico	4. China
5. Philippines	5. Vietnam

Source: US Department of Homeland Security
 * These five countries represented 36% of all Minnesota immigrants in 2004. Minnesota immigrants came from over 160 different countries in 2004.



Continuum – Individualism vs. Collectivism

Individualist Collectivist

←-----→

Continuum – Individualism vs Collectivism

Individualist Collectivist

←-----→

Euro American
British/German
Scandinavia
India
Japan
Mexico
China
Pakistan
Guatemala

Individualism Index - Hofstede

6 Guatemala	41. Iran
8 Ecuador	46. Argentina/Japan
11 Panama	48. India
12 Venezuela	51. Spain
13 Columbia	54. Israel
14 Indonesia/Pakistan	55. Austria
15 Costa Rica	63. Finland
16 Peru	65. South Africa
17 Taiwan	67. Germany
18 S Korea	68. Switzerland
19 Salvador	69. Norway
20 Thailand/Singapore	70. Ireland
23 Chile	71. France/Sweden
25 Hong Kong	74. Demark
26 Malaysia	75. Belgium
27 Portugal/Yugoslavia/E Africa	76. Italy
30 Mexico	79. New Zealand
32 Philippines	80. Canada/Netherlands
35 Greece	89. Great Britain
36 Uruguay	90. Australia
37 Turkey	91. United States of America
38 Arab countries/Brazil	
39 Jamaica	

Egalitarian vs. Hierarchical

<u>Egalitarian</u>	<u>Hierarchical</u>
1. Power shared widely.	1. Power concentrated in few.
2. Ability counts most.	2. Status/title/class count most.
3. Informality & first names	3. Formality and titles.
4. Individual initiative and responsibility valued.	4. Initiative belongs to those with power. Group responsibility.
5. Manager is objective, third-party neutral. (Resourceful democrat)	5. Manager is paternal head of workforce family. (Benevolent autocrat)
6. Consult subordinates	6. Tell subordinates
7. Challenge authority respect opinions.	7. Respect authority, keep opinions to self.

Continuum – Egalitarian vs. Hierarchical

Egalitarian **Hierarchical**

Continuum – Egalitarian vs. Hierarchical

Egalitarian **Hierarchical**

Denmark Ireland U.K. U.S. Italy China Japan Mexico Philippines India

Monochronic vs. Polychronic

<u>Monochronic</u>	<u>Polychronic</u>
1. Time is linear, exact.	1. Time is circular, inexact.
2. Time is for task.	2. Time is for people/relationships.
3. One task at a time.	3. Multi-tasking is the norm
4. Interruptions seen as frustrating.	4. Interruptions common and expected.
5. Arriving late to a meeting is rude.	5. Starting a meeting w/o people whose input is needed is rude.
6. Focus on task at hand.	6. Address tasks as they arise.
7. Short-term relationships.	7. Long-term relationships.
8. Schedules rigid. Plans fixed after details set.	8. Schedules flexible. Plans change often and easily.

Continuum – Monochronic vs. Polychronic

Monochronic **Polychronic**

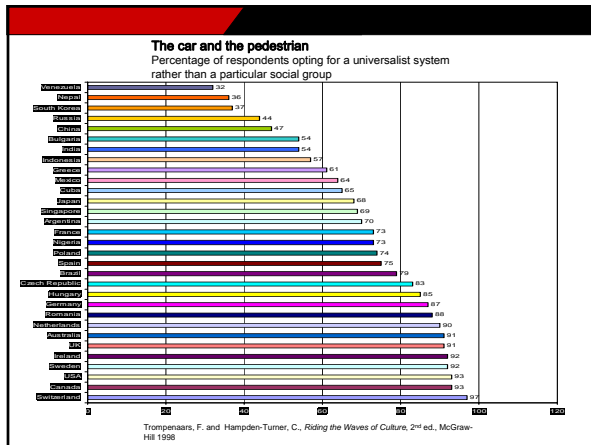
Time Orientation By Geographic Region

<u>Monochronic</u>	<u>Polychronic</u>
“Western” United States Canada NW Europe	“Eastern” Latin America Arab World North Asia Eastern Europe

Universal Rules vs. Particular Circumstances

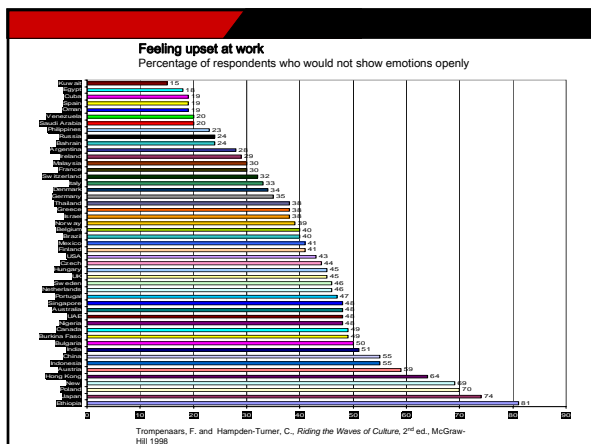
- | Universal | Particular |
|--|---|
| 1. Apply rules consistently. | 1. Apply rules situationally. |
| 2. Rule application based on situation first, relationship second. | 2. Rule application based on relationship first and situation second. |
| 3. Search for similarity. | 3. Search for exceptions |
| 4. Impose rule of sameness | 4. Impose rule of uniqueness. |
| 5. Emphasis on general circumstances. | 5. Emphasis on specific Circumstances. |

Continuum – Universal vs. Particular



Emotional Expressiveness/Restraint

- | Emotional Expressiveness | Emotional Restraint |
|--|---|
| <ul style="list-style-type: none"> • Make a point of expressing emotions • Emotional information necessary for credibility. • Calm, contained conduct admired. • Touching, gesturing less common • Relational trust through emotional commitment • Express emotions and frequently "explode" | <ul style="list-style-type: none"> • Refrain from expressing emotions • Emotional suppression necessary for credibility. • Excited, expressive conduct admired. • Touching, gesturing more common. • Relational trust through emotional maturity • Suppress emotions and occasionally explode |



Characterizing U.S. Medical Culture

1. Individualistic (Informed Consent)
2. Achievement Orientation
3. Task Orientation (Diagnosis, Treatment, "Managed Care")
4. Low-Context (Explicit meaning, emphasis on words)
5. Linear Thinking (Emphasis on clinically relevant findings)
6. Monochronic Time Orientation ("On Time")
7. Hierarchical with respect to power, status
8. Universal Rules Preference
9. Emotionally Neutral or Reserved (Clinical objectivity)
10. Direct Conflict Style (Comparatively) but "Minnesota Nice"

Tips on Cross-Cultural Communication

Tips on Cross-Cultural Communication

- | <u>Approaching Individualists</u> | <u>Approaching Collectivists</u> |
|---|--|
| 1. Realize that business and personal life are separate. | 1. Realize that business and personal life can't be separated. |
| 2. Avoid depending on the group for answers. Express yourself. Take initiative. | 2. Realize that family will take precedence over work. |
| 3. Accept personal praise/recognition without embarrassment | 3. Praise team members not individuals so as to avoid embarrassing people. |
| 4. Accept rewards based on individual achievements. | 4. Rewards based on seniority, loyalty and experience. |
| 5. Expect quick decisions. minimal consultation. | 5. Expect slow decisions. maximum consultation. |
| 6. People work independently | 6. People work interdependently. |

Tips on Cross-Cultural Communication

- | <u>Approaching Achievement</u> | <u>Approaching Ascription</u> |
|---|---|
| 1. Expect respect to be based on accomplishments. | 1. Expect respect to be based on class/age/seniority. |
| 2. Heed knowledge without regard to status. | 2. Heed status without regard to without regard to knowledge. |
| 3. What you know is more important than who you know. | 3. Who you know more important than what you know. |
| 4. OK to challenge decisions based on technical or functional grounds | 4. OK to challenge decisions based on seniority. |
| 5. Use titles that reflect competency. | 5. Use titles that reflect organizational influence. |

Tips on Cross-Cultural Communication

- | <u>Approaching Low Context</u> | <u>Approaching High Context</u> |
|--|--|
| 1. Integrate intentions and objectives in verbal messages. | 1. Show disagreement through hesitation, suggestion and implications (hints). |
| 2. Take less time introducing ideas – get to point quickly. | 2. Expect longer conversations and be patient. |
| 3. Credibility based on verbal communication/ability. | 3. Credibility based on trust, relationship. |
| 4. Focus on task at hand and common business interests. | 4. Focus on building trust, relationship first. |
| 5. State your true ideas and reactions; say what you like & dislike about ideas. | 5. Avoid outright disagreement or identifying where someone is wrong at all costs. |

Tips on Cross-Cultural Communication

- | <u>Approaching Monochronic</u> | <u>Approaching Polychronic</u> |
|--|--|
| 1. Be patient with single-mindedness. | 1. Be patient with multi-tasking. |
| 2. Be punctual. Don't keep people waiting. | 2. Expect to wait, accept interruptions and delays. |
| 3. Return calls and e-mails promptly; quickly respond to information requests. | 3. Follow their lead in conversation, wait for them to "get down to business." |
| 4. Keep closely to plans, schedules, agendas. | 4. Add additional time to tasks, reinforce absolute deadlines indirectly. |

Tips on Cross-Cultural Communication

- | <u>Approaching Universalists</u> | <u>Approaching Particularists</u> |
|---|---|
| 1. Expect rules to trump relationships. | 1. Expect relationships to trump rules |
| 2. Expect trust to be extended automatically. | 2. Expect trust to be earned. |
| 3. Prepare legal groundwork for bargaining position. | 3. Consider social implications of "getting legal" on relationship & interpersonal trust. |
| 4. Search for similarity and impose rule of sameness. | 4. Search for differences and impose rule of exception. |
| 5. Emphasize generalization of circumstances. | 5. Emphasize specificity of circumstances. |

Tips on Cross-Cultural Communication

Approaching Directs

1. Candor valued above all.
2. Confrontation allowed on merits of dispute
3. Task orientation.
4. Value substance/content.
5. Function of conflict resolution is to solve problem.
6. Candor valued as evidence of independent mind.

Approaching Indirects

1. "Face" valued above all.
2. Confrontation never allowed.
3. Relationship orientation.
4. Value process, social rituals.
5. Function of conflict resolution is to restore group harmony.
6. Candor seen as rude, crude, unsophisticated.

Tips on Cross-Cultural Communication

Approaching Neutrals

1. Establish credibility by maintaining an even "keel."
2. Realize that passionate expression is linked to irrationality, "out of control".
3. Avoid expressive, enthusiastic displays. "Keep a lid on it."
4. Pay attention to subtle clues and understatement.
5. Realize that neutrals have emotions but choose not to show them.
6. Emotions are private.

Approaching Expressives

1. Establish and maintain credibility by expressing passion.
2. Realize that absence of passion is seen as devious, and not trustworthy.
3. Avoid detached or neutral displays. "Wear your heart on your sleeve."
4. Accept strong emotions without feeling intimidated or coerced.
5. Do not confuse passion with aggression.
6. Emotions are public.

*Thanks for viewing
this presentation!*

