

Valuing Differences



UP Call Center

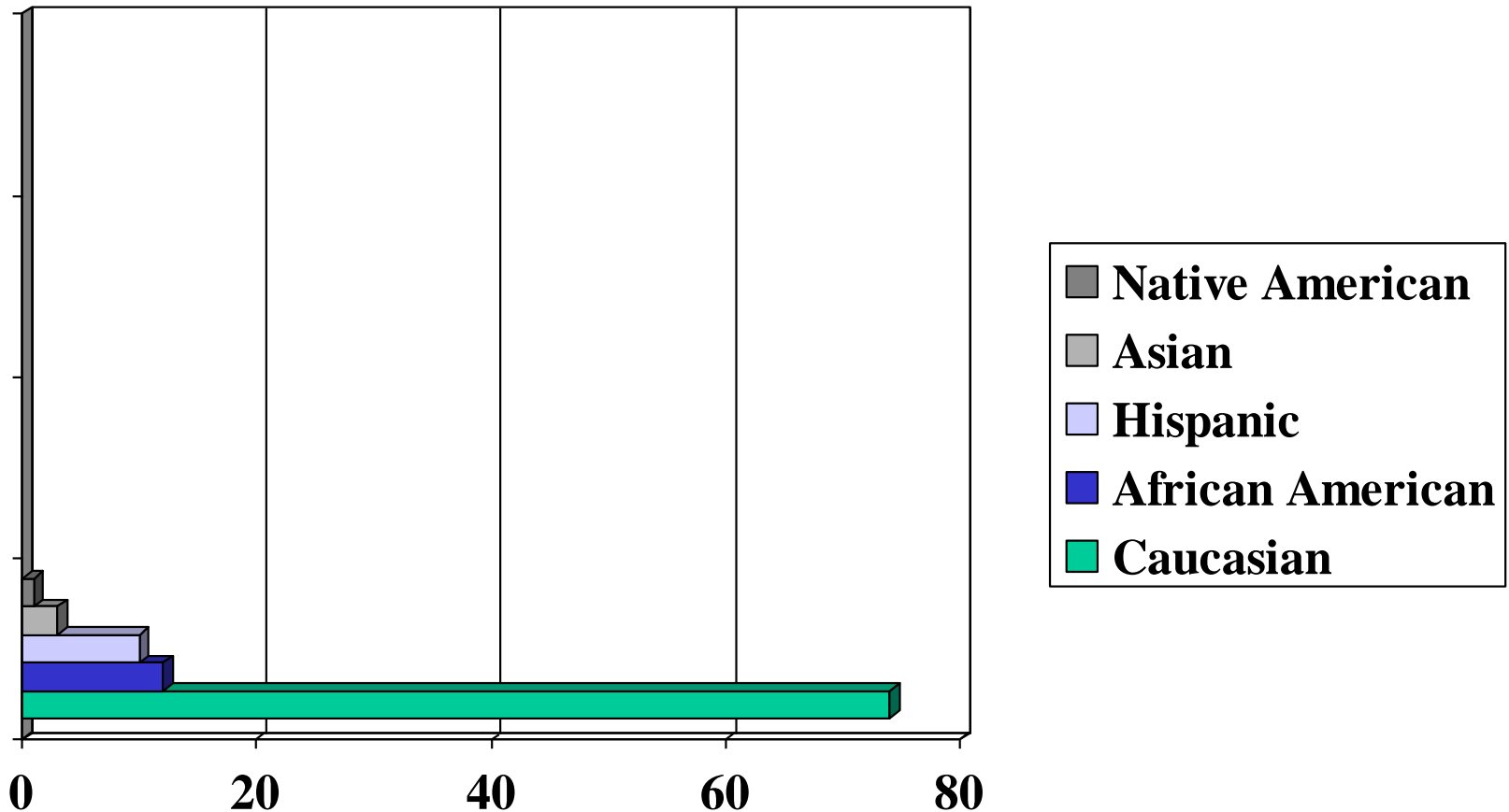
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Objectives

As a healthcare professional, _

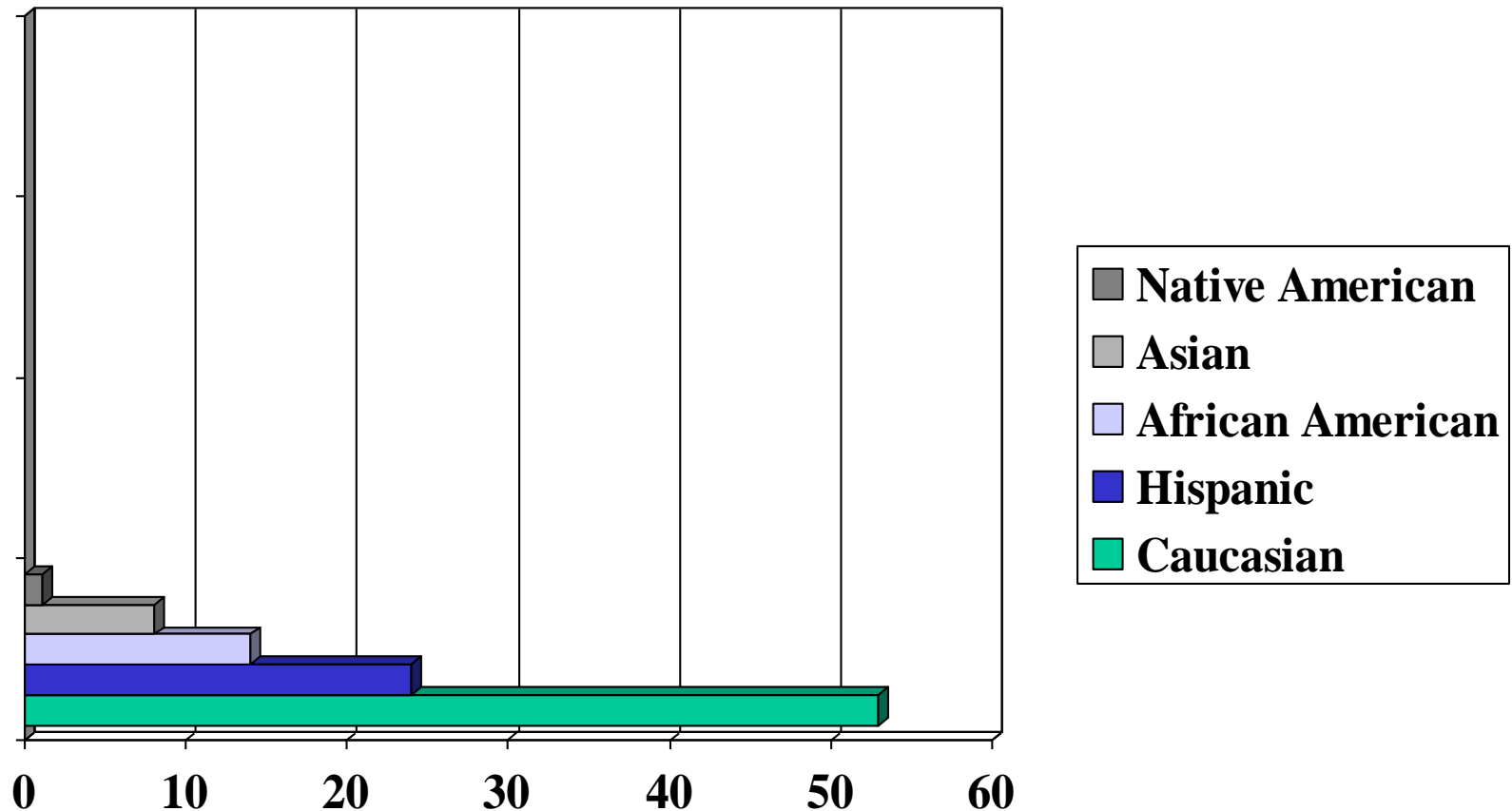
- To gain an appreciation of the differences in each person.
- To understand the role those differences can play in the success or failure of my daily interactions.
- To become more aware of the barriers that can prevent messages from being received correctly.
- To become more knowledgeable about the diversity awareness resources available to me as an employee of Cooper.

Today's Workforce



Figures courtesy of Latino Link: "US Undergoing Major Demographic Shift, Census Bureau Says."

Workforce 2050

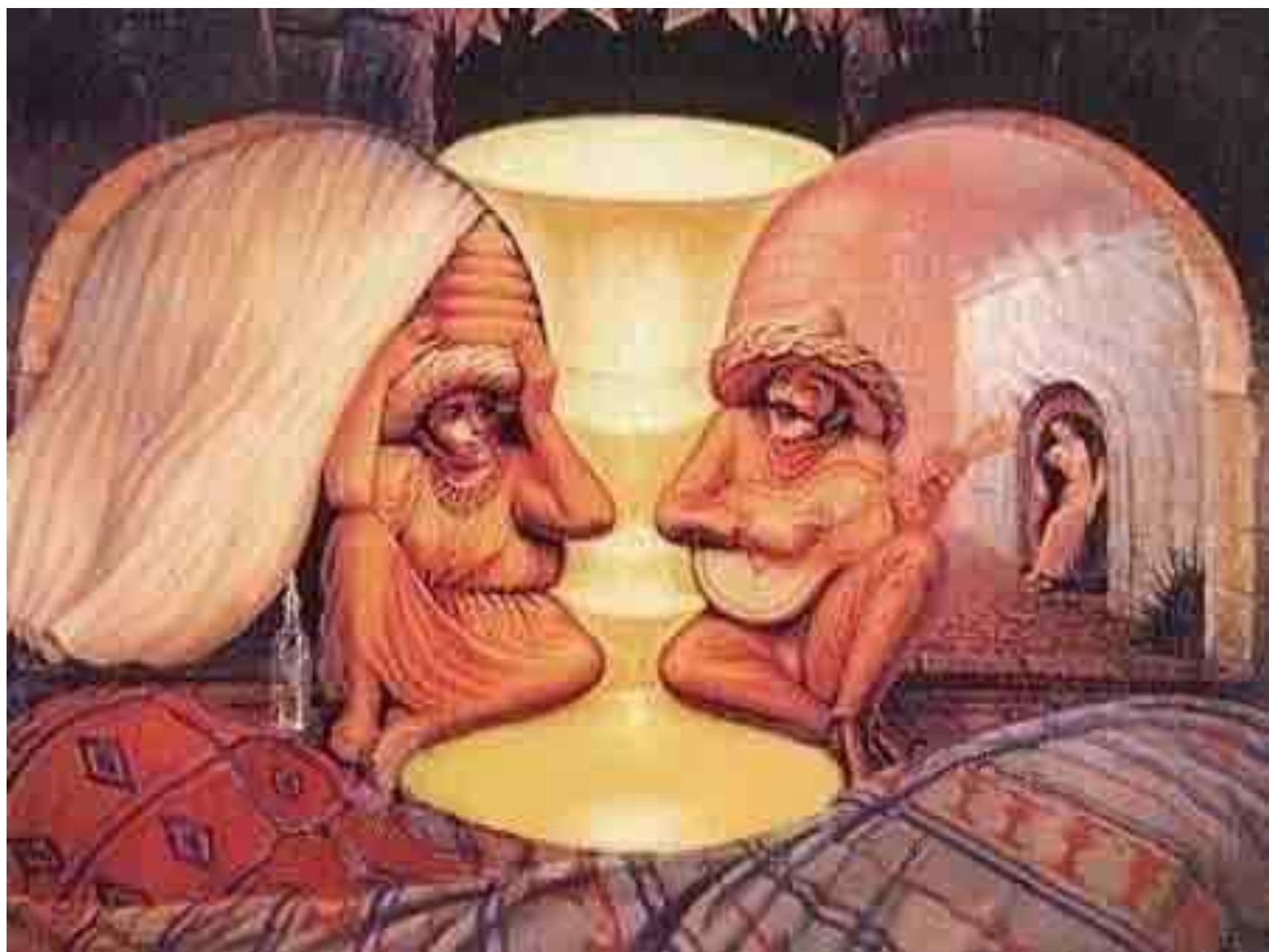


Figures courtesy of Latino Link: "US Undergoing Major Demographic Shift, Census Bureau Says."

The Diversity Iceberg







PERCEPTIONS

What is Culture?

Culture consists of learned ways of acting, feeling and thinking, rather than biologically determined ways. The British anthropologist Sir Edward Burnett Tylor defined culture as "that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society." Tylor's definition includes three of the most important characteristics of culture: (1) Culture is acquired by people. (2) A person acquires culture as a member of society. (3) Culture is a complex whole.

The Six Levels of Culture



How does culture define us?

Culture determines the following about us:

- Our physical attributes
 - Hair color
 - Skin pigmentation
 - Our appearance
- What we eat
- How we think and view the world around us
- What language we speak
- Our religious or spiritual beliefs

My way or the highway...

Despite the fact that we know everyone is different, we tend to subconsciously believe that our culture or our religion is the right one. People who are firmly routed in these beliefs may view other cultures and religions as: bizarre, strange, inferior or unenlightened.

This tendency to judge other cultures by the standards of our own culture is known as **ethnocentrism**.

Can you think of an example of ethnocentric behavior?

The *Valuing Differences* model is based on the following key points:

1. People work best when they feel valued.
2. People feel most valued when they believe that their individual and group differences have been taken into account.
3. The ability to learn from people regarded as different is the key to being effective.
4. When people feel valued, they are able to build relationships in which they work interdependently and synergistically.

Concept developed by Barbara A. Walker, Human Resource Development Professional

The Silent Language of Culture

- Time
- Context
- Space

Time

Time is one of the fundamental bases on which all cultures rest and around which all activities revolve. Understanding the difference between monochronic time and polychronic time is essential to success...” (Hall 1990, p. 179)

Monochronic time is characterized as linear, tangible and divisible. In monochronic time, events are scheduled one at a time and this schedule takes precedence over interpersonal relationships.

Polychronic time, on the contrary, is characterized by “the simultaneous occurrence of many things and by a *great involvement with people.*” (Hall 1990, p. 14)

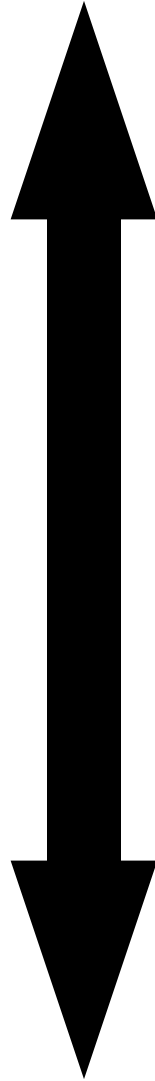
Context

High and low context refers to the amount of information a person can comfortably manage. This can vary from a high context culture where background information is implicit to low context cultures where much of the background information must be made explicit in an interaction.

People from **high context cultures** often send more information implicitly, have a wider “network,” and thus tend to stay well informed on many subjects.

People from **low context cultures** usually verbalize much more background information, and tend not to be well informed on subjects outside their own interests.

High context



Chinese

Korean

Japanese

Vietnamese

Arab

Greek

Spanish

Italian

English

North American

Scandinavian

Swiss

German

Low context

Space

Here we are referring to space as the invisible boundary around an individual that is considered “personal.”

This sense of personal space can include an area, or objects, that have come to be considered that individual’s “territory.”

This sense of personal space can be perceived not only visually, but “by the ears, thermal space by the skin, kinesthetic space by the muscles, and olfactory space by the nose,” as well. (Hall 1990, p. 11)

**How do cultural dimensions
impact our professional and
social relationships?**

Examples of Cultural Dimensions

Country	Power Distance	Individualism	Quantity Of Life	Uncertainty Avoidance	Long-term Orientation
China	High	Low	Moderate	Moderate	High
France	High	High	Moderate	High	Low
Germany	Low	High	High	Moderate	Moderate
Hong Kong	High	Low	High	Low	High
Indonesia	High	Low	Moderate	Low	Low
Japan	Moderate	Moderate	High	Moderate	Moderate
Netherlands	Low	High	Low	Moderate	Moderate
Russia	High	Moderate	Low	High	Low
United States	Low	High	High	Low	Low
West Africa	High	Low	Moderate	Moderate	Low

Low Power Distance

- Inequality should be minimized.
- All people should be interdependent.
- Hierarchy is an inequality of roles – for convenience only!
- Superiors/subordinates are people just like me.
- All use of power should be legitimized, and is subject to moral judgment, (what is good or bad or even evil use of power).
- All have equal rights.
- Powerful people should try not to look too powerful.
- Reward, Legitimate, and Expert Power are expected.
- If something goes wrong – system is to blame.
- The change the social system, redistribute the power. (evolution)
- People are more prepared to trust one another.
- There is a latent “harmony” in the society.
- Co-operation in “lower class” is based on solidarity.

High Power Distance

- Inequality is a fact of life – Everyone has their rightful place.
- Some are independent, others are dependent.
- Hierarchy is something that exists and is accepted.
- Superiors/subordinates are different from me.
- Power is a basic fact of society which is independent of morality. It is there to be used – legitimacy is irrelevant.
- Power gives privileges.
- Powerful people try to look as powerful as possible. (pomp & ceremony)
- Coercion and reverent power are accepted.
- If something goes wrong – it's the underdog's fault.
- To change the social system de-throne those in power (revolution)
- Everyone wants your power – don't trust them.
- Latent conflict between powerful and the powerless.
- Cooperation is hard due to lack of trust.

- In **high power distance** countries such as **India, Mexico, and Brazil** employees accept that the boss must be obeyed.
- In **low power distance** countries such as the **United States, Australia, and Denmark**, the boss must gain the trust of their employees.

What is meant by the term Uncertainty Avoidance?

- **Uncertainty avoidance** measures the extent to which a culture “programs” people to feel uncomfortable in unstructured situations.
- People with **high uncertainty avoidance** feel threatened by risky or uncertain situations.
- **High uncertainty avoidance cultures** have strict laws, are highly formal and intolerant.

- **High Uncertainty Avoidance**
countries include: Japan,
Argentina, Italy, and Israel
- **Low Uncertainty Avoidance**
countries include: Great Britain,
Sweden, Denmark, and United
States

Cultural Communication Tips

- Assume differences until similarity is proven.
- Emphasize description rather than interpretation or evaluation.
- Practice empathy
- Treat your interpretations as a working hypothesis
- Identify your tolerance level – take the quiz!