



UNDERSTANDING CULTURAL DIVERSITY

RTAA DIVERSITY DISCUSSION



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DO WE UNDERSTAND CULTURAL DIVERSITY?

- **Bamboo ceiling**
- **Recruitment**
- **Induction programs**
- **In-group behaviours**
- **Diversity week**





UNDERSTANDING CULTURAL DIVERSITY

WHAT

professionals do is the same the world over...

HOW

they do it is embedded in their tradition & culture

Peter Drucker



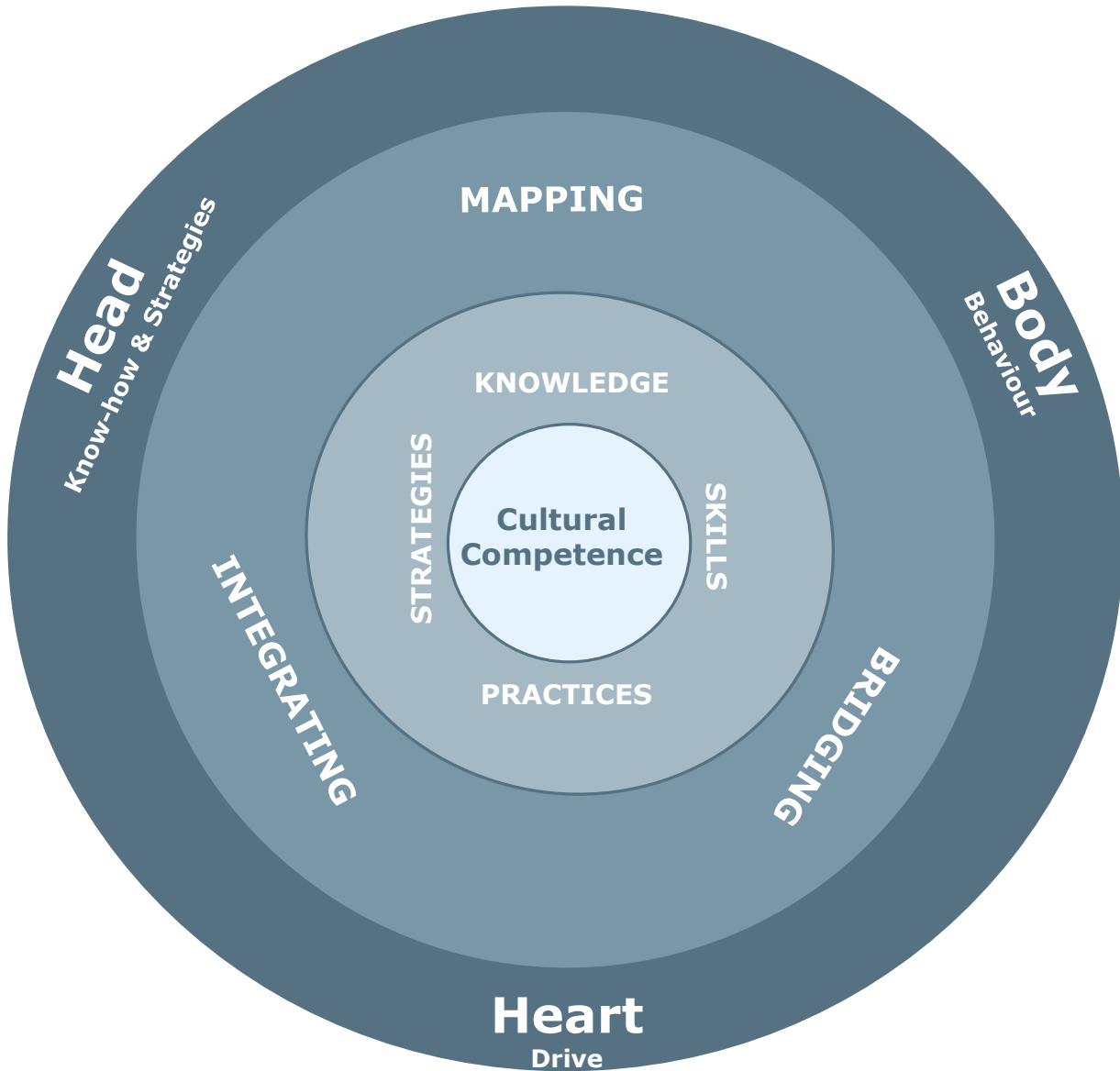
UNDERSTANDING CULTURAL DIVERSITY

FOCUS I:

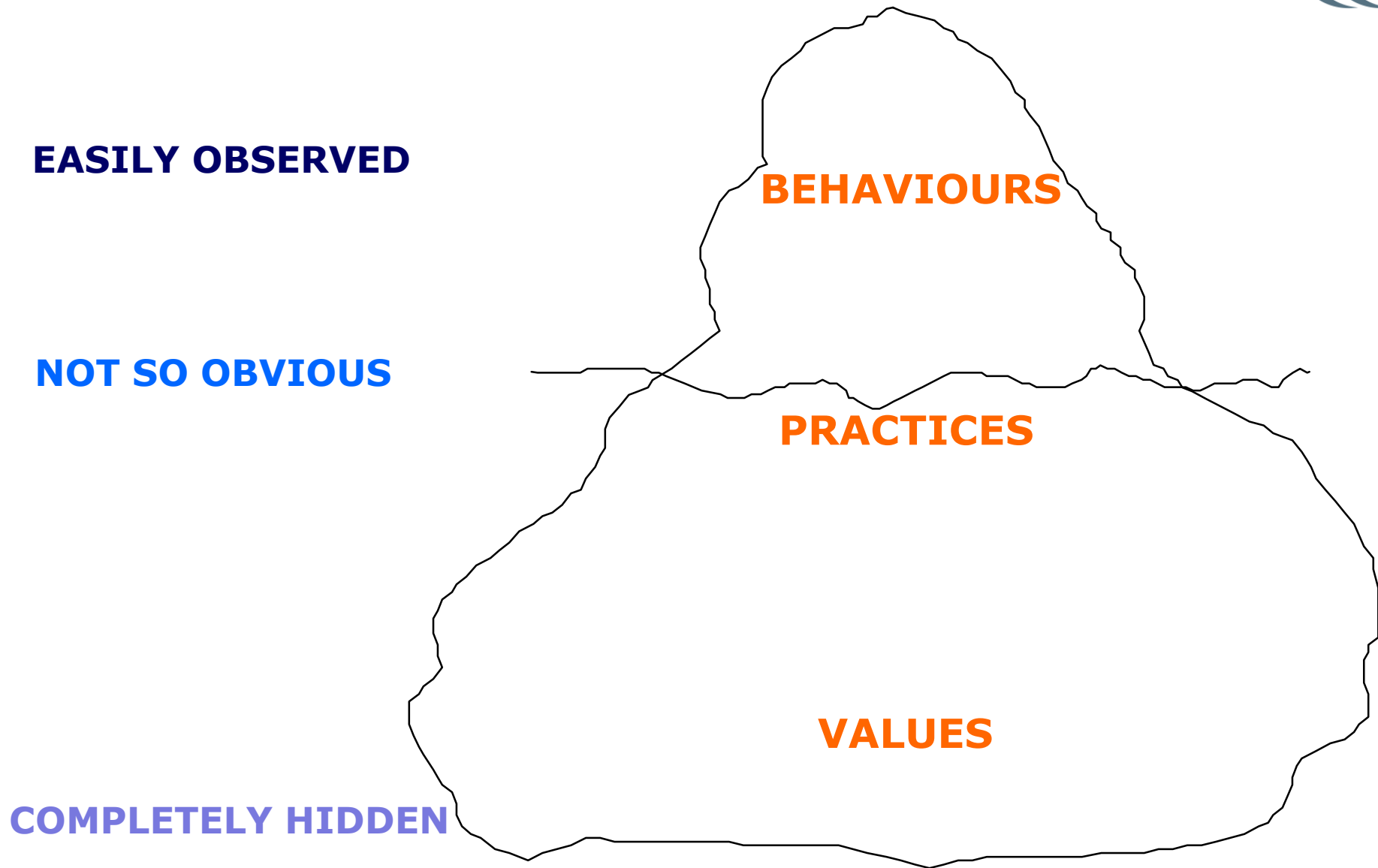
Multiple Perspectives and Critical Thinking



EFFECTIVE INTERCULTURAL INTERACTIONS

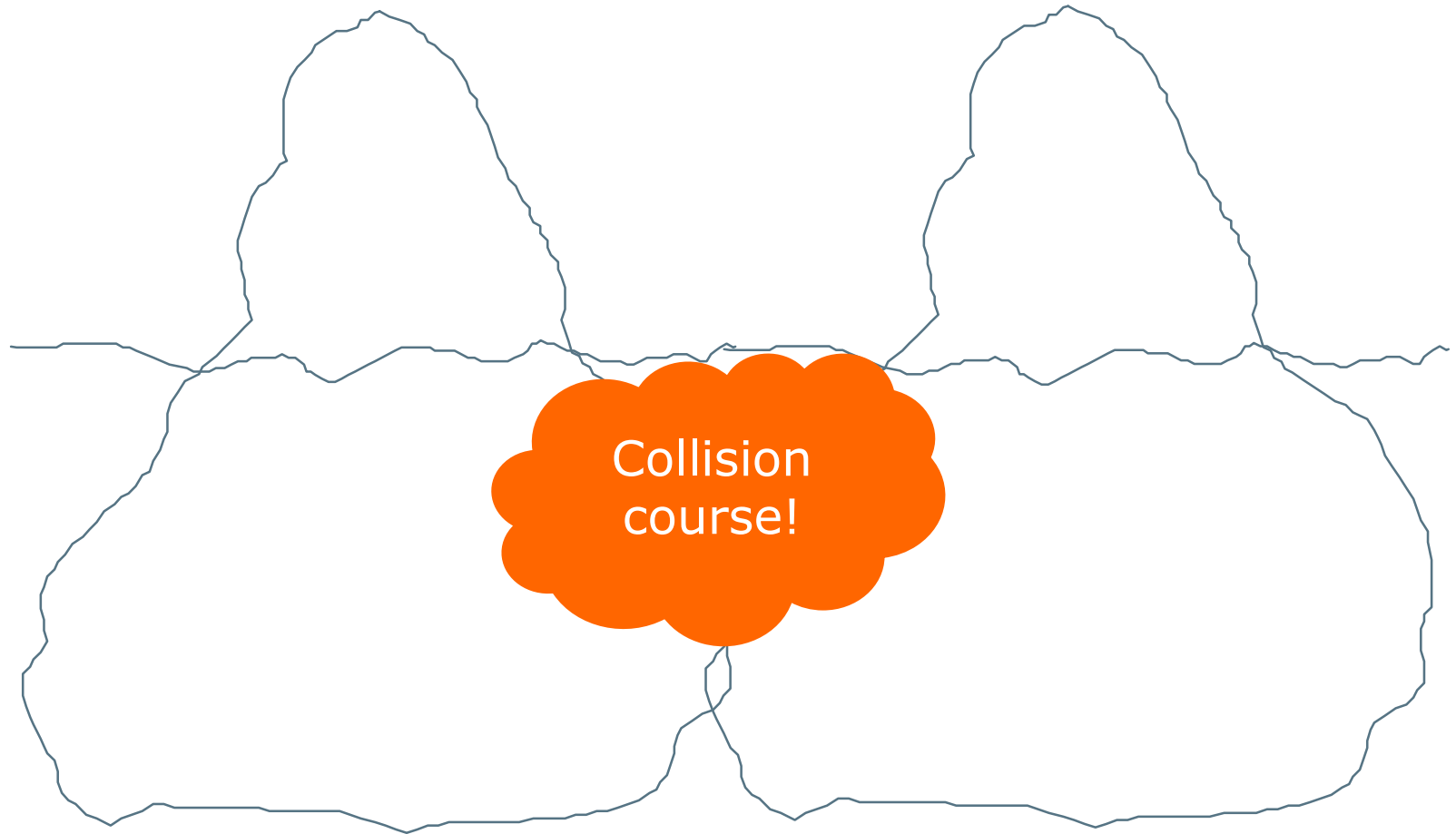


VALUES, PRACTICES & BEHAVIOURS





WHEN CULTURES COLLIDE CLASHES ARE DIFFICULT TO 'SEE'



WHEN CULTURAL COMPETENT CATALYST FOR INNOVATION





UNDERSTANDING CULTURAL DIVERSITY

FOCUS II:

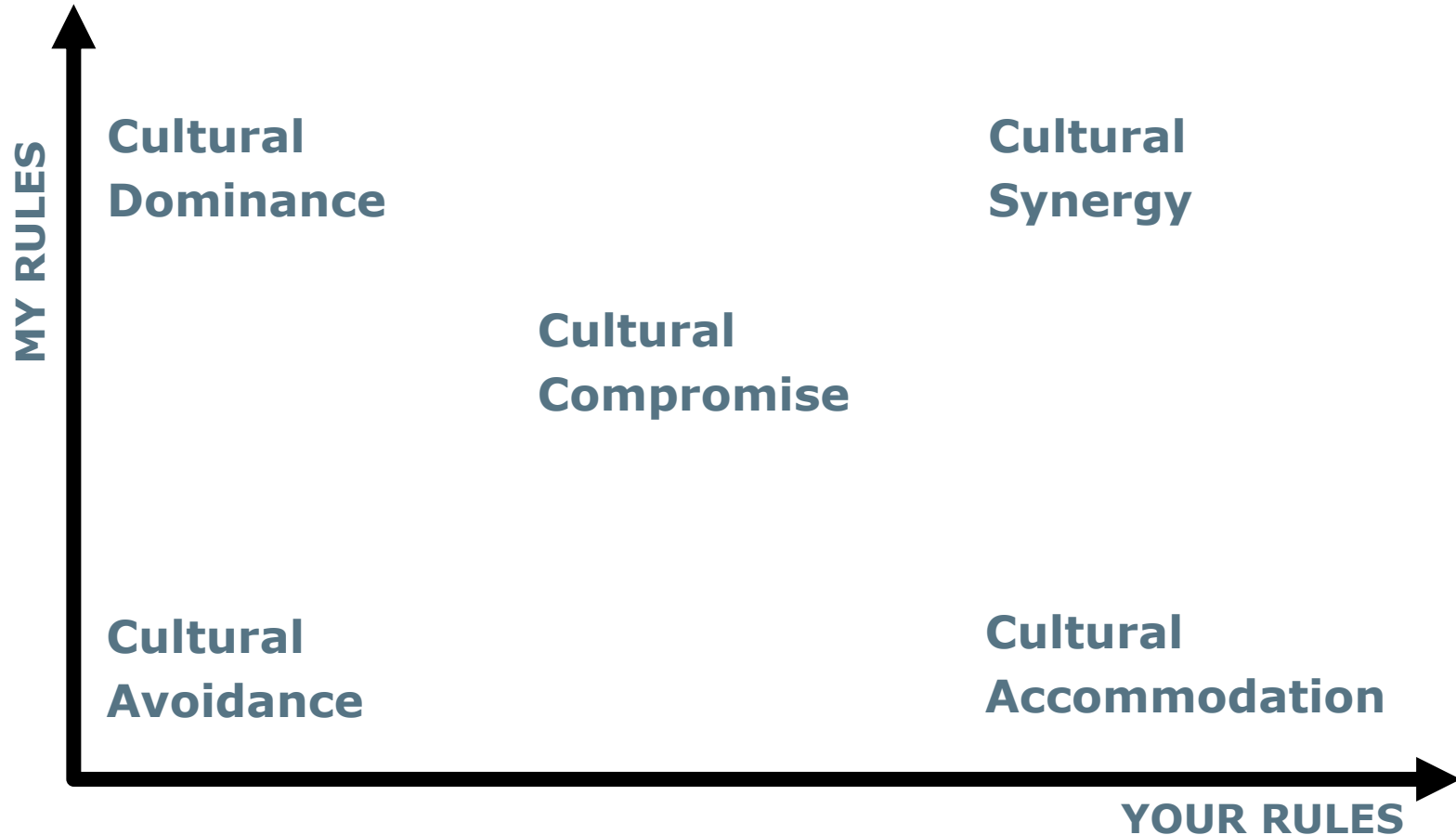
Strategies



CULTURAL BEHAVIOURAL STRATEGIES



BY WHOSE CULTURAL RULES SHOULD WE PLAY?





CULTURAL COMPETENCE

HOW TO ACHIEVE CULTURAL SYNERGY ?





UNDERSTANDING CULTURAL DIVERSITY

FOCUS III:

Mapping Cultural Differences



MAP CULTURAL DIFFERENCES AT WORK PRACTICES



Two crucial considerations:

- **Culture *and* Personality**
- **Cultural Relativity**



PRACTICES AT WORK



LEADING

DECIDING

TRUSTING

COMMUNICATING

EVALUATING

DISAGREEING

SCHEDULING

PERSUADING



LEADING MANAGEMENT STYLE





LEADING

strongly
agree

agree

neutral

disagree

strongly
disagree

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

1. In meetings with colleagues, clients, or suppliers, I don't pay much attention to the hierarchical positions of the attendees.
2. If I have ideas to share with someone several levels above or below me, I speak to that person directly rather than communicating through my immediate boss or immediate subordinate.
3. If the boss makes a unilateral decision I disagree with, I still comply with the decision.

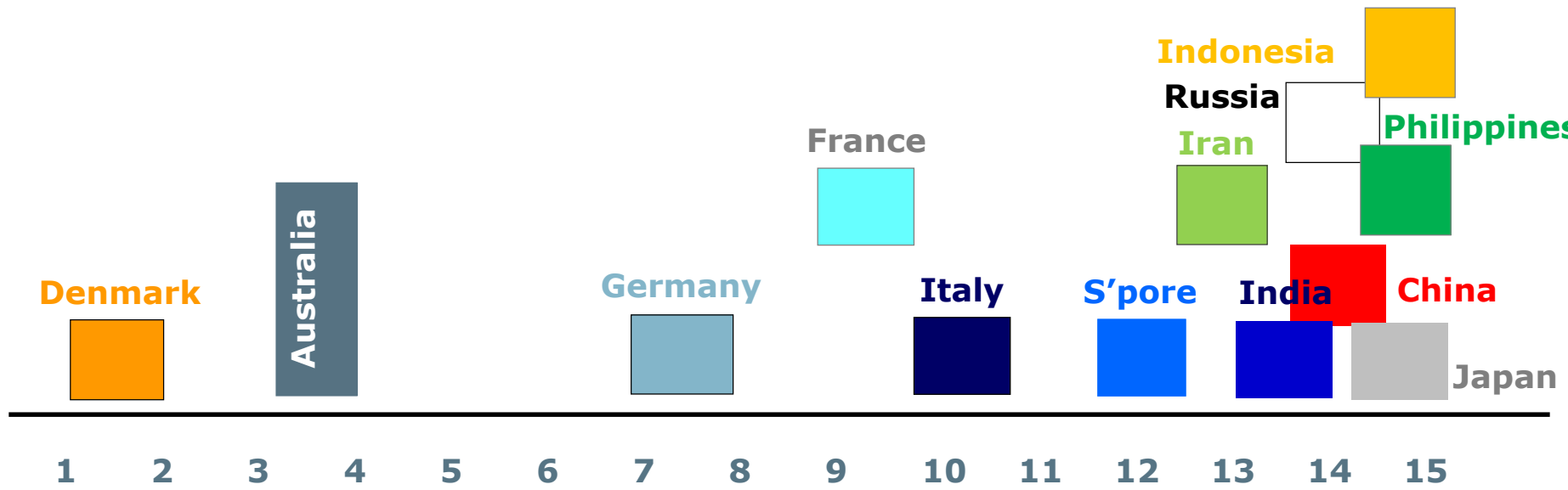


CULTURE MAP - PRACTICES AT WORK

Egalitarian

LEADING

Hierarchical



Implications at work:

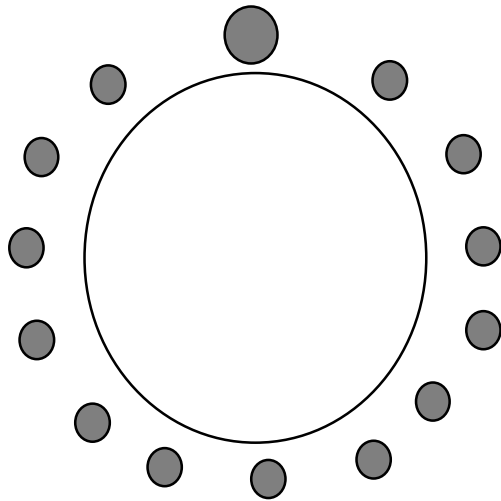
- Distance is small and communication skips hierarchical lines
- Respect and deference shown to authority figures is based on viewing people as being equal & *egalitarian*
- Boss is facilitator among others

Implications at work:

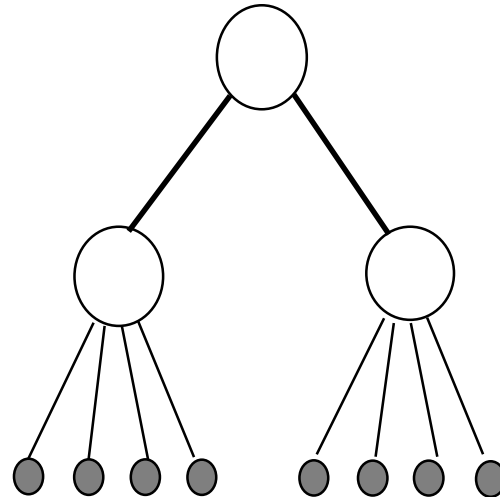
- Distance large and communication follows hierarchical lines, status is important
- Respect and deference shown to authority figures is based on the *hierarchical* level of the person
- Boss leads from the front



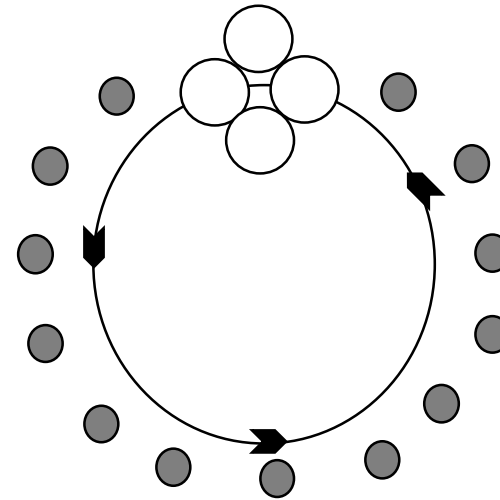
LEADING MANAGEMENT TYPES



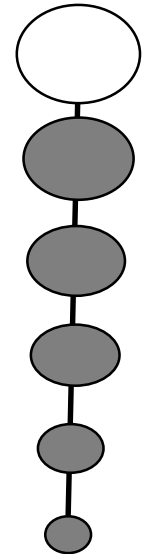
The Democrat



The Professional



Consensus



The Boss





GIVING INSTRUCTIONS

ANALYSE THE FOLLOWING DIFFICULT DIALOGUE:

- Jane How are the preparations going William?
- William It's finished, we can start with the project plan.
- Jane Good, how long do you think it will take?
- William Ma'am?
- Jane To prepare the project plan
- William I couldn't say, ma'am.
- Jane You don't know how long it will take?
- William When would you like it?
- Jane Well, I want to give you enough time to do a good job.
- William We'll do a good job.



LEADING IMPLICATIONS

- Expectations around use of Status, Position, Seniority
- Independent relationship vs. Reciprocal relationship
- Responsibility & Accountability
- Challenging vs. Obedience
- Career responsibility
- Emails formality and cc's
- Greetings and addressing people
- Humour, Sarcasm, Irony



UNDERSTANDING CULTURAL DIVERSITY

FOCUS IV:

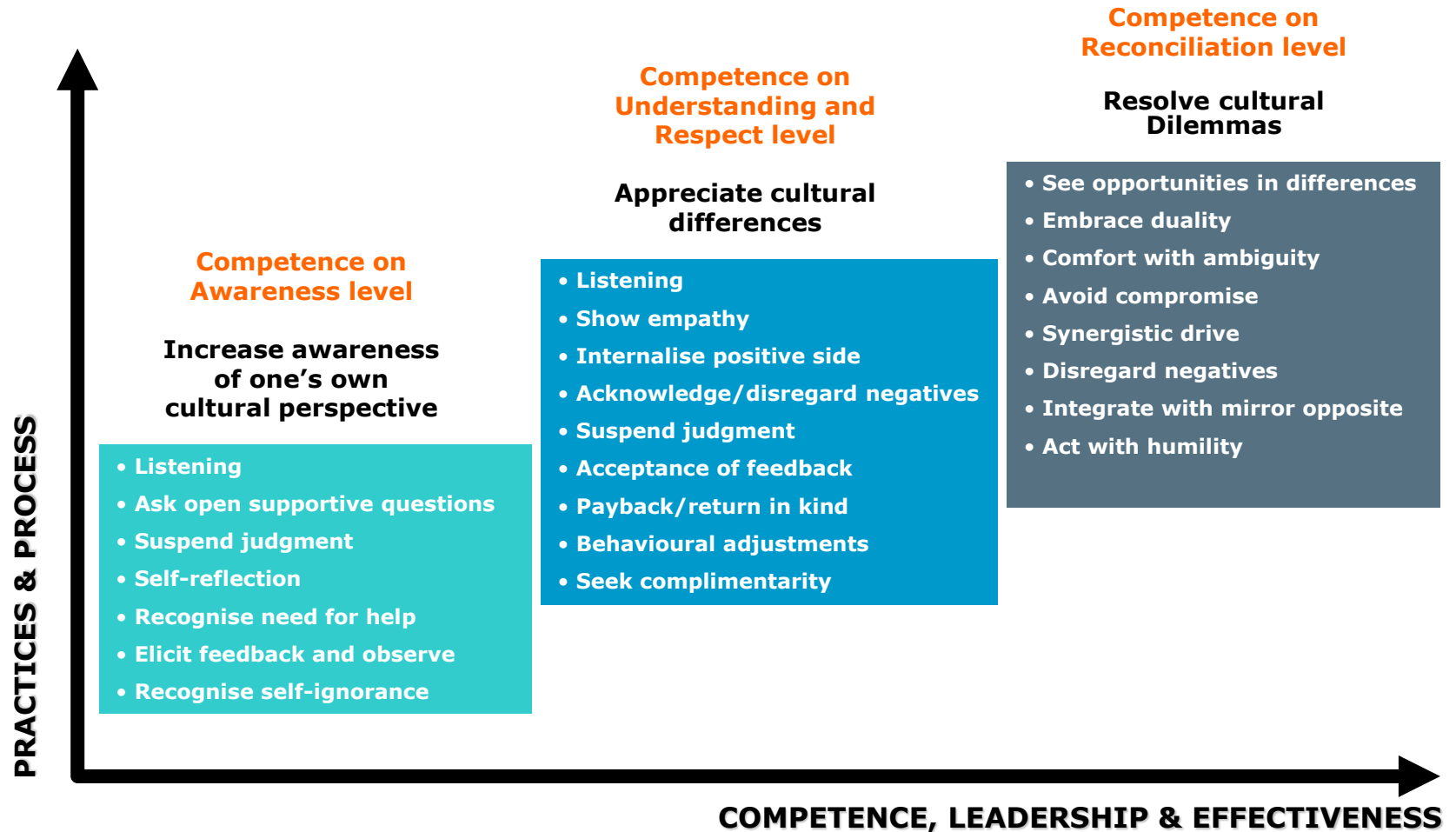
Synergy





UNDERSTANDING CULTURAL DIVERSITY

HOW TO ACHIEVE CULTURAL SYNERGY?





~~DO WE UNDERSTAND CULTURAL DIVERSITY?~~

- | | | |
|------------------------------|---|------------------------------|
| ➤ Bamboo ceiling | ➔ | The Sky is the Limit |
| ➤ Recruitment | ➔ | Opportunities for All |
| ➤ Induction programs | ➔ | HOW |
| ➤ In-group behaviours | ➔ | Inclusive Teams |
| ➤ Diversity week | ➔ | Celebrate Synergy |

THANK YOU!

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