Navigating Cultural Differences:
Mindcamp 2016
Objectives

• A shared understanding of key diversity/inclusion concepts
• Understand the importance of intercultural competence
• Connect intercultural awareness and sensitivity to creativity and innovation
• Understanding how the group is collectively navigating cultural differences and the implications
Culture

Values, beliefs, attitudes, traditions, and standards of behaviour that govern the organization of people into social groups and regulate both individual and group behaviour.
Culture

“The collective programming of the mind that distinguishes the members of one group or category of people from others.”

Geert Hofstede
"Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster."
Culture: “Software of the Mind”

Objective Culture
Visible: Language, food, clothing, art, architecture, music, body language...

Subjective Culture
Invisible: Beliefs, values, social expectations, myths

Behaviours
Attitudes
Values
Dimensions of Diversity

Inclusion

• The WHAT: The “mix” feeling valued and engaged
• Focus on the experience
• Measured by outcomes

Fewer Human Rights or Equity complaints
More effective and efficient multicultural staff/teams
Better able to meaningfully engage with stakeholders
Attract more creative, innovative staff and volunteers more reflective of the diversity goals of the organization

Intercultural Competence

• The HOW: How” to make the mix work
• Focus on capacity to navigate
• Measured by the IDI

Diversity

• The WHO: The “mix” of differences
• Focus on “impact” of differences
• Measured by demographic analysis

Diversity + Intercultural Competence = Inclusion

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Inclusion

• **Inclusion** occurs when people are working together effectively, and their cultural experiences and differences *feel valued and engaged*.

• **Inclusion** is leveraging differences in a way that increases contributions and opportunities for everyone.
Michael Michalko

“Instead of excluding possibilities, creators include all possibilities, both real and imagined. They choose to interpret their own world and do not rely upon the interpretations of others.”

Thinkertoys: A Handbook of Creative-Thinking Techniques
“People who “know” don’t need to learn because they already have the answers. People who “know” are complete—or perhaps just finished. More often than not, people who “know” are also people who “no.” But knowingness is not the same as knowledge. Knowingness is sealed; nothing can get in. Knowledge is open. Knowingness sees challenge as threat. Knowledge sees challenge as opportunity.”

Tim Hurson, Think Better: An Innovator's Guide to Productive Thinking
Research has found that 15% of people have deep cultural self & other-understanding and at times, are able to adapt behaviour to cultural difference --- They are interculturally competent
Intercultural Competence

Is not about knowing everything about every culture... (nearly impossible).

It’s being able to shift culture perspective and change behaviour authentically when required.
A balanced focus on valuing our differences can produce innovation (new ideas, practices, values, etc.) because culturally different perspectives and practices contribute to the life of the organization.

Focus

COMMONALITY

DIFFERENCE

Innovation
To be effective (competent) in another culture:

• Be…Interested in other cultures

• Be…Sensitive enough to notice cultural differences

• Be..Willing to modify individual behaviour
In the context of intercultural competence... New Meaning

Parentheses:
• To mark off an interjected explanatory or qualifying remark
• A remark that is added to a sentence, often to provide an explanation or extra information

Asterisk:
• Used... to indicate a cross reference to a footnote, an omission, etc.

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Three Important Aspects of Intercultural Competence

- Cultural self awareness
- Cultural other awareness
- Shift in cultural perspective & behaviour

Bridging

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Things to Consider?

• Have you ever had to adapt to cultural differences around you?
• When?
• How successful were you?
• What were the challenges?
Characteristics of the IDI

1. Grounded in a comprehensive, cross-culturally validated theory of intercultural competence
2. Available in multiple languages
3. Generates custom group and individual profile reports
4. Provides an individualized *Intercultural Development Plan* (IDP)
5. Is a cross-culturally valid and reliable assessment of intercultural competence
6. Applies IDI results to goal achievement through *IDI Guided Development*
Intercultural Development Continuum

- Denial
  - Monocultural Mindset
  - Impact
- Polarization
  - Uncomfortable
  - Ignored
- Minimization
  - Deeply Comprehends Difference
  - De-emphasizes Difference
- Acceptance
  - Valued & Involved
  - Not heard
- Adaptation
  - Intercultural Mindset
  - Bridges across Difference
- Universalism
  - Assimilation
  - Bridging
  - Deeply Comprehends Difference

Organizational Approach

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“The underlying assumption is that as one’s experience of cultural difference becomes more complex and sophisticated, one’s potential competence in intercultural relations increases”

Dr. Mitch Hammer and
Dr. Milton J. Bennett
Group IDI Profile
Perceived Orientation

Developmental Orientation
Orientation Gap = 22 Points

![Developmental Continuum Graph](image)
Wide Range of Orientations

Percentage Developmental Orientation

- High Adaptation: 0.0%
- Adaptation: 0.0%
- Cusp of Adaptation: 6.7%
- Acceptance: 6.7%
- Cusp of Acceptance: 20.0%
- Minimization: 60.0%
- Cusp of Minimization: 0.0%
- Polarization: 6.7%
- Cusp of Polarization: 0.0%
- Denial: 0.0%

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Leading Orientation
(What’s Ahead for this Group)
Please Consider

• How might your results impact your collective efforts to meet goals around creativity and innovation?

• How might the range of orientations in your group influence your efforts in facilitating a creative space in a multicultural environment?

• How does the group’s primary orientation impact the group’s ability to meet cross-cultural challenges?
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