

Culture and Global Diversity

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Options

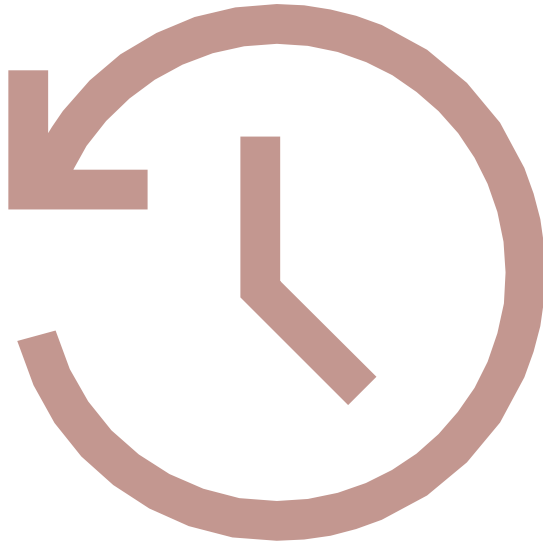
1 = Would prefer not at all

2 = Would prefer on occasion

4 = Would prefer often

8 = Would prefer most of all

Introduction



Workforce diversity means a workforce made up of people with different human qualities or who belong to various cultural groups.

Diversity refers to all the ways in which people differ, including dimensions such as age, race, marital status, physical ability, income level, and lifestyle.

Globalization and leader's response to significant changes in our society like demographic changes has contributed greatly to the acceptance of diversity.

Value of Organizational Diversity



Add value to organization and contributes to a firm's competitive advantage

Stronger connections with diverse customers

When customers see and interact with people like themselves, they feel better about doing business with the company

High on creativity and innovation, higher morale

People build better relationships at work when they develop the skills to understand and accept cultural differences

A diverse workforce contributes to *diversity of thought*

Recruiting and valuing diverse individuals enables organizations to attract and retain the best human talent.

Greater organizational learning and flexibility and thus, stronger performance

Challenges

Ethnocentrism

Stereotypes

Opportunity Gap

Unequal expectations

Glass Ceilings

Global Diversity

To have innovation, we need diversity and conflict

CONFLICT ????????

Diversity is how people perceive things or approach any problem

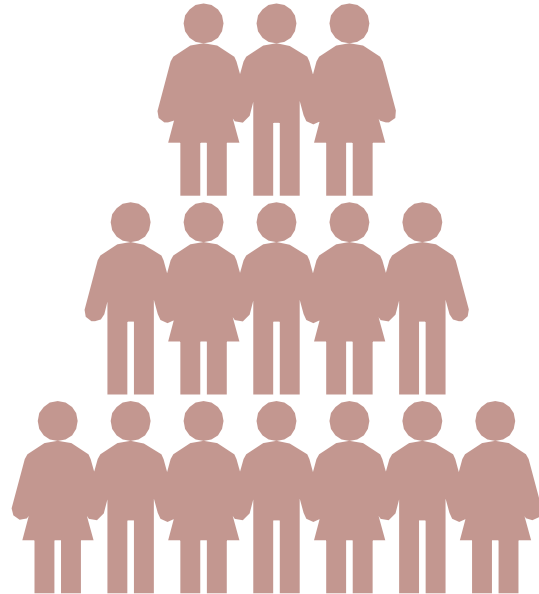
Break the comfort zone

You need to amplify the differences in the organization and not to minimize the differences

Execution: Minimize the differences/ Standardized things– Choices

Planning: Different choices/ More differences/ more ideas

Continue.....



People don't want to follow

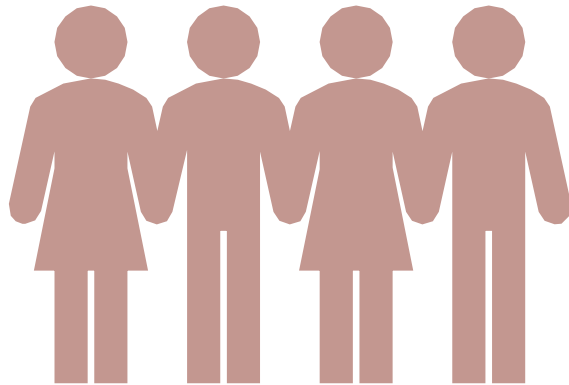
They want to Co-Create the future with leader

Its Hard Its Tough

Leadership teams and not ONLY Leader model
succeed

Else you will be out of competition/ derail

Social Value Systems



Socio cultural environment: May provide potential for difficulties and conflicts than any other source.

Break Time: Prayer Time

Hofstede Study – More than 40 countries

Mindset and cultural values on issues such as individualism versus collectivism strongly influence organizational and employee relationships

Four Significant Dimensions

Four Dimensions

Power Distance: How much people accept equality in power; high power distance reflects an acceptance of power inequality among institutions, organizations, and individuals. Low power distance means people expect equality in power

Uncertainty Avoidance: The degree to which members of a society feel uncomfortable with uncertainty and ambiguity and thus support beliefs and behaviors that promise certainty and conformity

Conti....

Individualism: A value for a loosely knit social framework in which individuals are expected to take care of themselves

Collectivism: A preference for a tightly knit social framework in which people look out for one another and organizations protect their members' interests

Masculinity: A preference for achievement, heroism, assertiveness, work centrality, and material success

Femininity: A preference for relationships, cooperation, group decision making, and quality of life

Rank Orderings of 10 Countries Along Four Dimensions

Country	Power	Uncertainty	Individualism	Masculinity
Australia	7	7	2	5
Costa Rica	8	2 (tie)	10	9
France	3	2 (tie)	4	7
India	2	9	6	6
Japan	5	1	7	1
Mexico	1	4	8	2
Sweden	10	10	3	10
Thailand	4	6	9	8
United States	6	8	1	4

Developing Cultural Intelligence

Cultural intelligence (CQ) refers to a person's ability to use reasoning and observation skills to interpret unfamiliar gestures and situations and devise appropriate behavioral responses.

Developing a high level of CQ enables a person to interpret unfamiliar situations and adapt quickly.

CQ is a practical learning approach that enables a person to ferret out clues to a culture's shared understandings and respond to new situations in culturally appropriate ways.

Cultural intelligence includes three components that work together: cognitive, emotional, and physical.

The **Cognitive Component** involves a person's observational and learning skills and the ability to pick up on clues to understanding.

The **Emotional Aspect** concerns one's self-confidence and self- motivation.

the **Physical**, refers to a person's ability to shift his or her speech patterns, expressions, and body language to be in tune with people from a different culture.

Note: Maximizing cultural intelligence requires that they draw upon all three facets.

How to become an Inclusive Leader ??

Leaders vary in their sensitivity, and openness to other cultures, attitudes, values and ways of doing things.

Stages of Personal Diversity Awareness

1. Defensive
2. Minimizing Differences
3. Acceptance
4. Adaptation
5. Integration

Stages of Personal Diversity Awareness

Highest Level of Awareness

Integration

Multicultural attitude – enables one to integrate differences and adapt both cognitively and behaviorally

Adaptation

- Able to empathize with those of other cultures
- Able to shift from one cultural perspective to another

Acceptance

- Accepts behavioral differences and underlying differences in values
- Recognizes validity of other ways of thinking and perceiving the world

Minimizing Differences

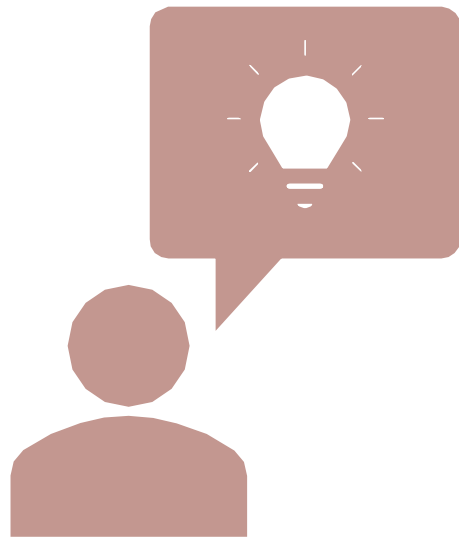
- Hides or trivializes cultural differences
- Focuses on similarities among all peoples

Defense

Perceives threat against one's comfortable worldview
Uses negative stereotyping
Assumes own culture superior

Lowest Level of Awareness

Ways to Enhance Personal Diversity Awareness



Diversity training, to help people identify their own cultural boundaries, prejudices, and stereotypes and develop the skills for managing and working in a diverse workplace.

The first step in training is for leaders to become aware of the assumptions they make and to increase their sensitivity and openness to those who are different from themselves.

- A basic aim of personal development in this area is to recognize that hidden and overt biases direct our thinking about specific individuals and groups.

The next step is developing diversity skills, that is, learning how to communicate and work effectively in a diverse environment.



Leaders develop concrete skills they can use in everyday situations, such as how to handle conflict in a constructive manner or how to modify nonverbal communication such as body language and facial expression

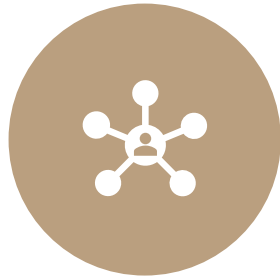


Verizon communications uses an online training tool where leaders can tap into various diversity scenarios that might occur in the workplace and see how to manage them in an appropriate way



In addition to training provided by the organization, leaders can seek diversity training through a variety of online sources, videotapes or DVDs, and outside consulting firms.

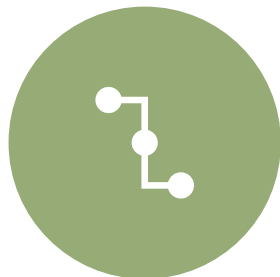
Personal Qualities For Leading Diverse Organizations



A personal, long-range vision that recognizes and supports a diverse organizational community



A broad knowledge of the dimensions of diversity and awareness of multicultural issues



An openness to change themselves



Monitoring and empowerment of diverse employees

Diversity

Each person can give strengths and weaknesses to the workplace based on his/her combination of diverse characteristics.

Organizations establishes workforce diversity program o promote:

- Hiring
- Inclusion
- Career advancement of diverse employees

Examples



Wal-Mart: facing class action lawsuit, alleging that the retailer discourages promotion of women to management position.



Mitsubishi, FedEx Express: Broke laws that prohibit discrimination on the basis on race, gender, physical disability



Prejudice: Adverse feeling without knowing facts



Stereotype: A rigid exaggerated negative belief with a group of people



Glass ceiling: An invisible barriers that separates women and minorities from top leadership positions