



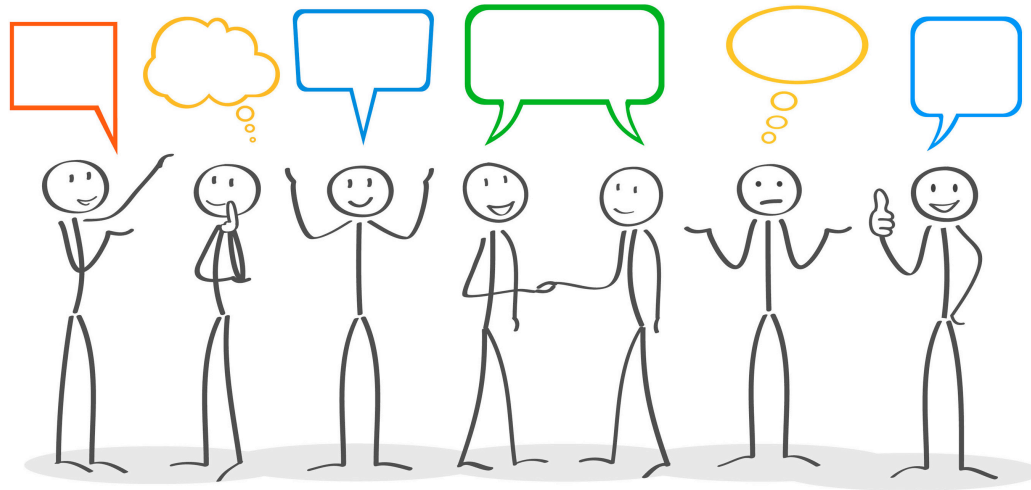
Cultural awareness

Saskia Maarse



I am ... but I am not

EXERCISE



Which stereotypes about your culture, country, city or profession do not match with you?

Tourism - World tour - Talks - Workshops - Books - Articles - Blogs





What is culture?



Egypt

Be patient



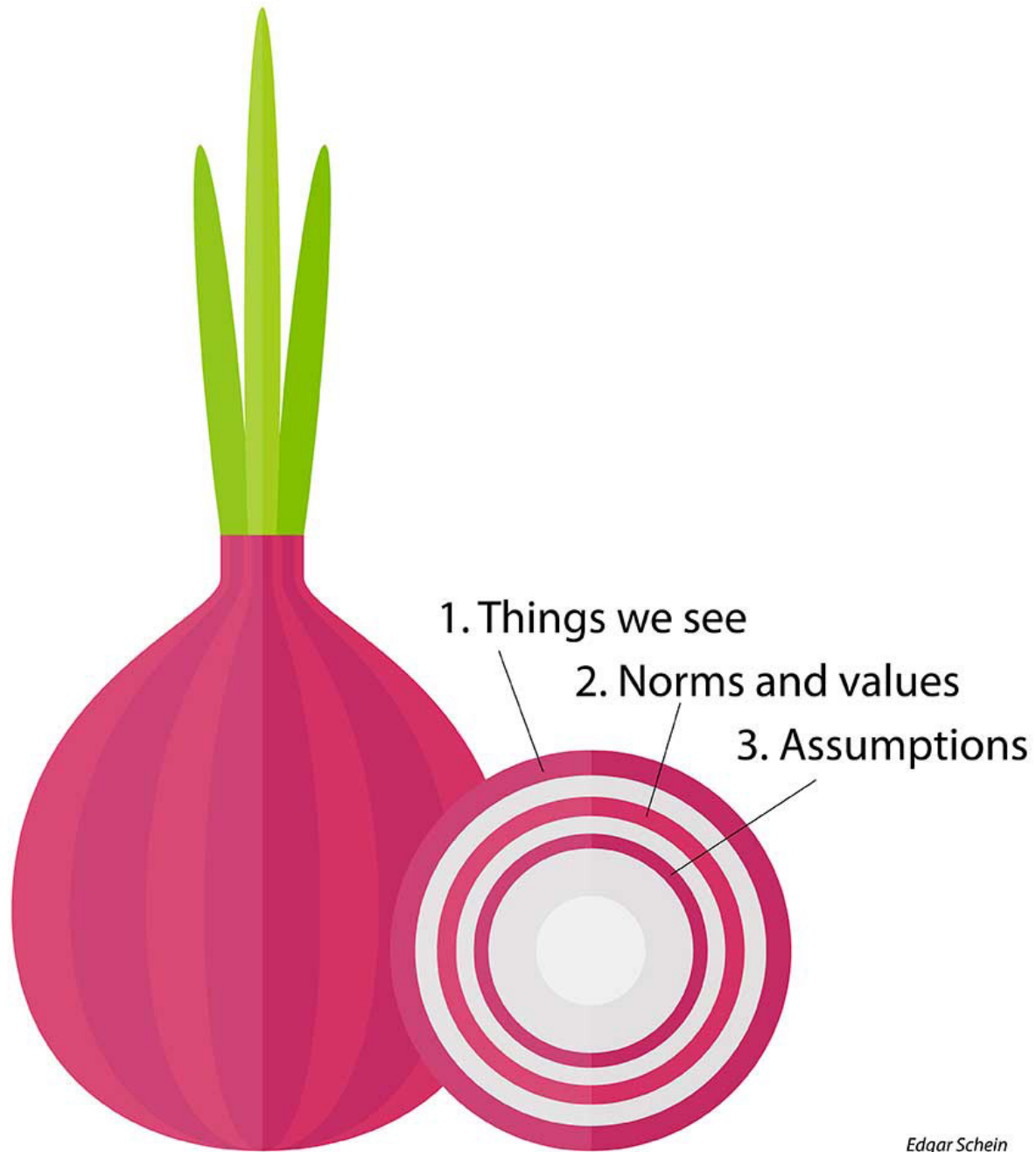
Italy

What exactly do you mean?



Greece

That's just perfect!





What is accepted and familiar?

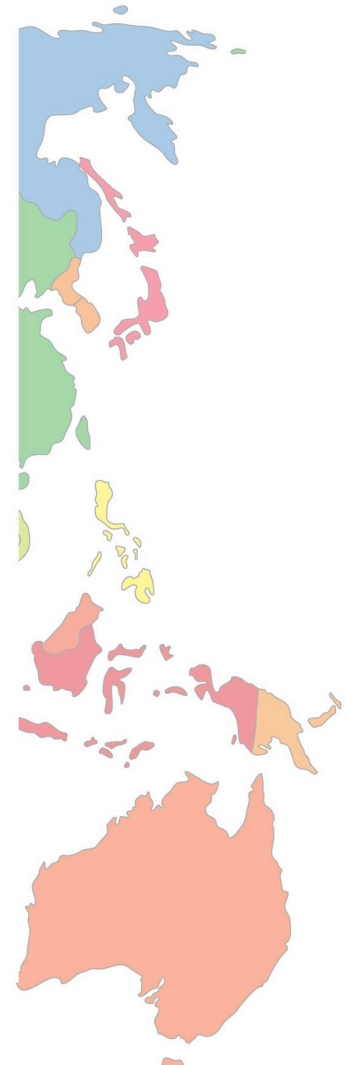


What we think is normal
depends on the context

What are the priorities in your life?

Pick your top 3:

- 1 Independence and being self-sufficient**
- 2 Taking care of my partner (and my kids)**
- 3 Loyalty (to company / family / place where I live)**
- 4 Hospitality**
- 5 Meeting expectations of others in how I live my life**
- 6 Personal development and achievement**
- 7 Having my own opinion and choosing my own path in life**
- 8 Taking care of family and extended family in helping them achieve their goals in life**



EXERCISE



Priorities

**Culture
is taught**





Cultural differences

- Different assumptions
- Different expectations
- Different meanings

TYPICALLY DUTCH?



FEATURES AND NORMS

1. STRICTNESS

2. DIRECTNESS

3. CONSENSUS

MANY RULES

THRIFTY

TRADE

WELL ORGANIZED

COMPLAINING

PRAGMATIC

CREATIVE

ACT NORMAL

CRITICAL

VALUES

OWN OPINION

EQUALITY

HONESTY

FREEDOM

INDIVIDUALISME

INDEPENDENCE

TRANSPARENCY

OPENNESS

WORK-LIFE-BALANCE



Consensus





Symbol of equality



POWER

EGALITARIAN CULTURES

- ▶ Little power distance between employees and the boss
- ▶ Decisions are often made together with the team
- ▶ The best boss is a facilitator
- ▶ The organisational structure is flat

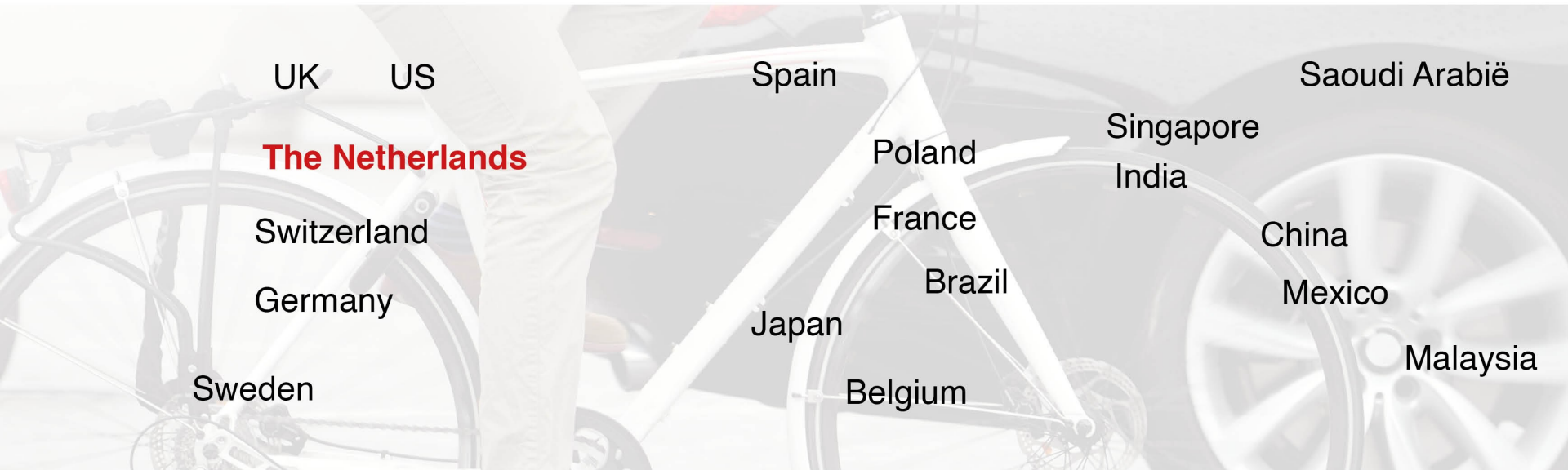
HIERARCHICAL CULTURES

- ▶ High power distance between employees and the boss
- ▶ The manager decides
- ▶ The boss is a strong leader that hands out the orders
- ▶ Status is important



Where are you on the line?

POWERDISTANCE




EGALITARIAN

HIERARCHICAL

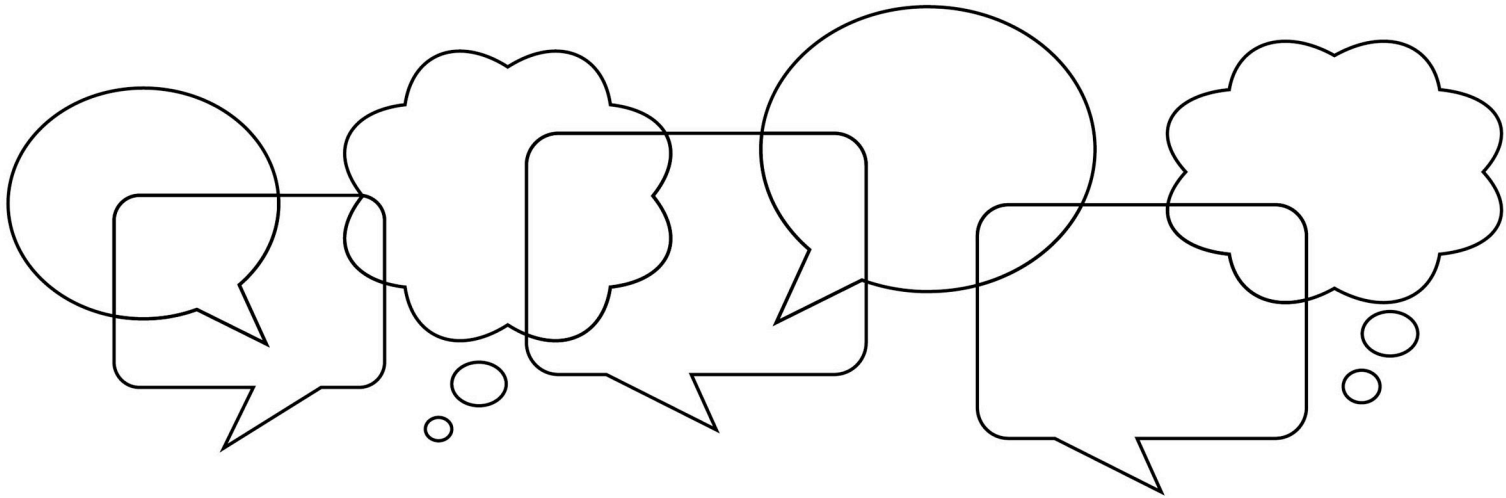
DISCUSSION



A diverse group of children of various ethnicities are sitting on the floor in a classroom. Many of them have their hands raised, suggesting an interactive or enthusiastic learning environment. The children are smiling and looking towards the camera. The background is slightly blurred, focusing attention on the children in the foreground.

**Your values
color your
vision**

COMMUNICATION



COMMUNICATION

LOW-CONTEXT CULTURES

- ▶ People are straight to point
- ▶ Messages are precise, clear and simple
- ▶ Focus on words
- ▶ Often individual societies
- ▶ Taks-based
- ▶ Underlying values are openness and transparency

HIGH-CONTEXT CULTURES

- ▶ People are indirect
- ▶ Messages are between the lines
- ▶ Focus on the body language
- ▶ Often collective societies
- ▶ Relationship-based
- ▶ Underlying values are loyalty and diplomacy

Source: Edward T. Hall




COMMUNICATION



**LOW-CONTEXT
CULTURES**

**HIGH-CONTEXT
CULTURES**



**What works in
your culture
might not
work in
other
cultures**



Dilemma / Trust / Time

Cultural dimensions

▶ **Trust** - ©Meyer

Task-based



Relationship-based

▶ **Powerdistance** - ©Hofstede

Egalitarian



Hierarchical

▶ **Individualism- collectivism** - ©Hofstede

Individualistic



Collectivistic

▶ **Communication** - ©Hall

Direct



Indirect

6 PRINCIPLES OF INTERCULTURAL WORKING



1. ACCEPT DIFFERENCES

2. BE CURIOUS

3. CHANGE YOUR ATTITUDE

4. DEVELOP AWARENESS

5. EMPLOY DIFFERENCES

6. FIND SIMILARITIES



**Similarities
unite us**

**Differences make
us grow**