



# Cultural differences and impact on InterPride

Frank van Dalen

# Background

- InterPride wants to be a truly international organisation
- Because InterPride was founded in the USA many structures, formal and informal rules and internal culture are based on USA-cultural constructs
- Together with the restructuring of the organization, attention should be paid to the cultural dimensions of the organization
- Because the driving forces within the organization are still USA-based, deliberate choices have to be made in order to:
  - Create a more international cultural environment
  - Balance those elements within InterPride that will remain in place, securing that they don't have a negative impact on those with a different cultural background

# Hofstede's cultural dimensions theory...

- ...is a framework for cross-cultural communication, developed by Geert Hofstede. It describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis
- Hofstede's work established a major research tradition in cross-cultural psychology and has also been drawn upon by researchers and consultants in many fields relating to international business and communication. The theory has been widely used in several fields as a paradigm for research, particularly in cross-cultural psychology, international management, and cross-cultural communication.

# Cultural dimensions

- Power distance index (PDI)
- Individualism vs. collectivism (IDV)
- Uncertainty avoidance index (UAI)
- Masculinity vs. femininity (MAS)
- Long-term orientation vs. short-term orientation (LTO)
- Indulgence vs. restraint (IND)

# Limitations

- Even though Hofstede's model is generally accepted as the most comprehensive framework of national cultures values by those studying business culture, its validity and its limitations have been extensively criticized.
- Hofstede acknowledges that the cultural dimensions he identified, as culture and values, are theoretical constructions. They are tools meant to be used in practical applications. Generalizations about one country's culture are helpful but they have to be regarded as such, i.e. as guidelines for a better understanding.
- They don't necessarily define individuals' personalities. National scores should never be interpreted as deterministic for individuals.

# #1: Power distance index (PDI)

- The power distance index is defined as “the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally.”
- In this dimension, inequality and power is perceived from the followers, or the lower level.
- A higher degree of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason. A lower degree of the Index signifies that people question authority and attempt to distribute power

## #2: Individualism vs. collectivism (IDV)

- This index explores the “degree to which people in a society are integrated into groups.”
- Individualistic societies have loose ties that often only relates an individual to his/her immediate family. They emphasize the “I” versus the “we.” Its counterpart, collectivism, describes a society in which tightly-integrated relationships tie extended families and others into in-groups. These in-groups are laced with undoubted loyalty and support each other when a conflict arises with another in-group

## #3: Uncertainty avoidance index (UAI)

- The uncertainty avoidance index is defined as “a society's tolerance for ambiguity,” in which people embrace or avert an event of something unexpected, unknown, or away from the status quo.
- Societies that score a high degree in this index opt for stiff codes of behavior, guidelines, laws, and generally rely on absolute Truth, or the belief that one lone Truth dictates everything and people know what it is.
- A lower degree in this index shows more acceptance of differing thoughts/ideas. Society tends to impose fewer regulations, ambiguity is more accustomed to, and the environment is more free-flowing.

## #4: Masculinity vs. femininity (MAS)

- In this dimension, masculinity is defined as “a preference in society for achievement, heroism, assertiveness and material rewards for success.” Its counterpart represents “a preference for cooperation, modesty, caring for the weak and quality of life.”
- Women in the respective societies tend to display different values. In feminine societies, they share modest and caring views equally with men. In more masculine societies, women are more emphatic and competitive, but notably less emphatic than the men. In other words, they still recognize a gap between male and female values. This dimension is frequently viewed as taboo in highly masculine societies

# #5: Long-term orientation vs. short-term orientation (LTO)

- This dimension associates the connection of the past with the current and future actions/challenges.
- A lower degree of this index (short-term) indicates that traditions are honored and kept, while steadfastness is valued. Societies with a high degree in this index (long-term) views adaptation and circumstantial, pragmatic problem-solving as a necessity.
- A poor country that is short-term oriented usually has little to no economic development, while long-term oriented countries continue to develop to a point.

## #6: Indulgence vs. restraint (IND)

- This dimension is essentially a measure of happiness; whether or not simple joys are fulfilled. Indulgence is defined as “a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun.” Its counterpart is defined as “a society that controls gratification of needs and regulates it by means of strict social norms.”
- Indulgent societies believe themselves to be in control of their own life and emotions; restrained societies believe other factors dictate their life and emotions

# Summary

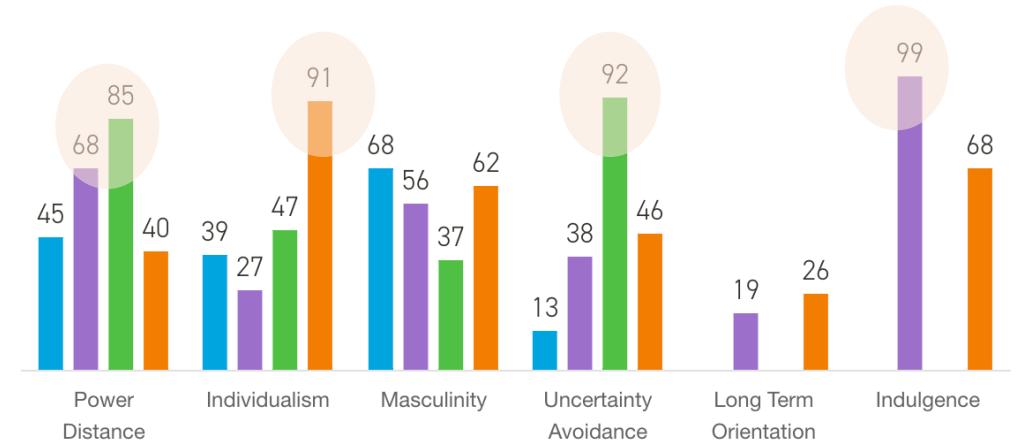
Dimension	Low score	High score
Power distance	Authority questioned, power distributed, view from lower levels	Hierarchy clearly established and executed, without doubt or reason
Individualism vs. collectivism	Loose ties, only relates individual to his/her immediate family. "I"	Collectivism, tightly-integrated relationships, undoubted loyalty
Uncertainty avoidance	Stiff codes of behaviour, guidelines, laws, rely on absolute Truth	Acceptance of differing thoughts, fewer regulations, free-flowing
Masculinity vs. femininity	Preference for achievement, heroism, assertiveness and material rewards for success	a preference for cooperation, modesty, caring for the weak and quality of life
Long-term orientation vs. short-term orientation	traditions are honoured and kept, while steadfastness is valued	Adaptation and circumstantial, pragmatic problem-solving as a necessity
Indulgence vs. restraint	to be in control of their own life and emotions	other factors dictate their life and emotions

# Country comparisons – North America / Caribbean

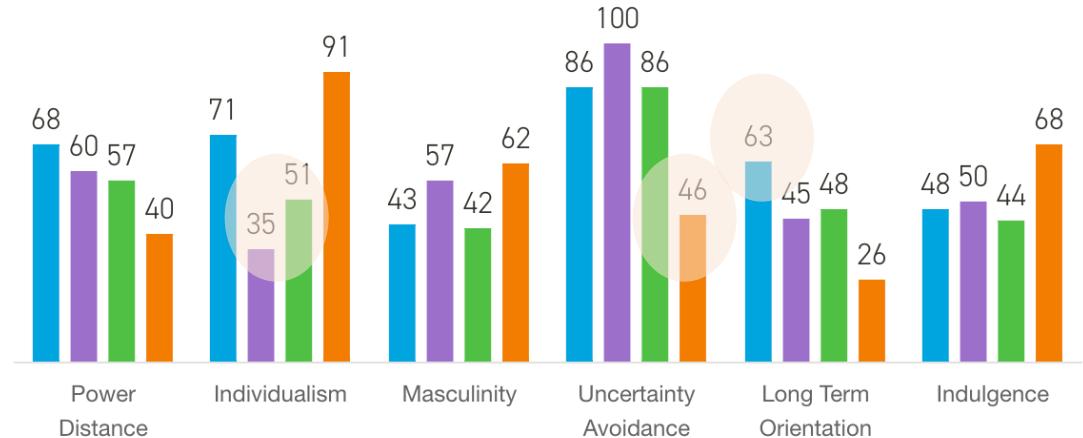
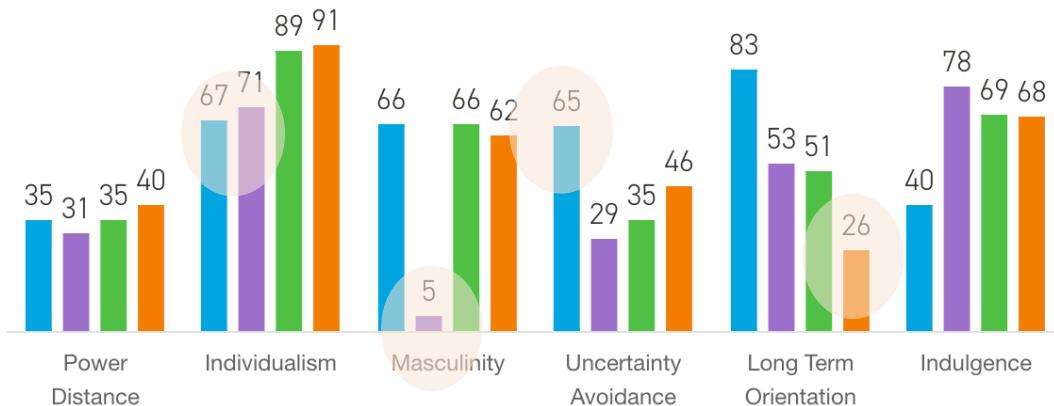
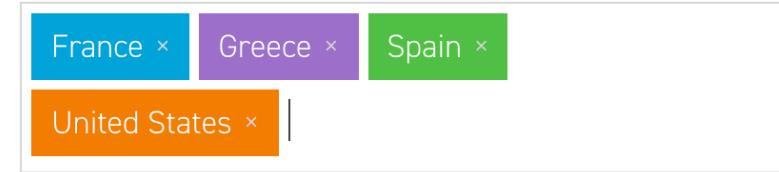
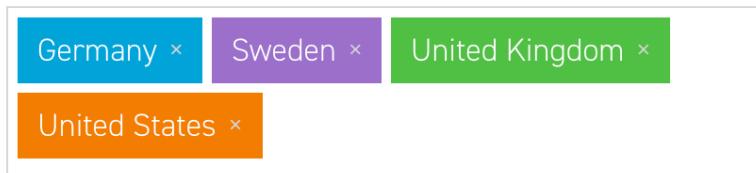
Canada × United States ×



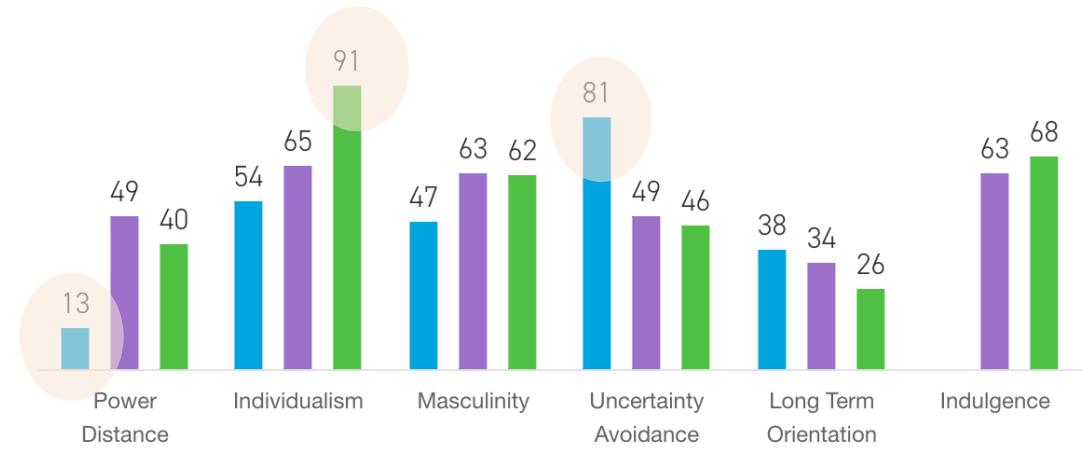
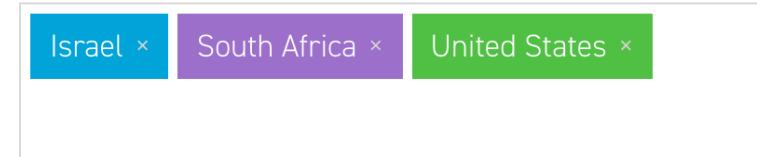
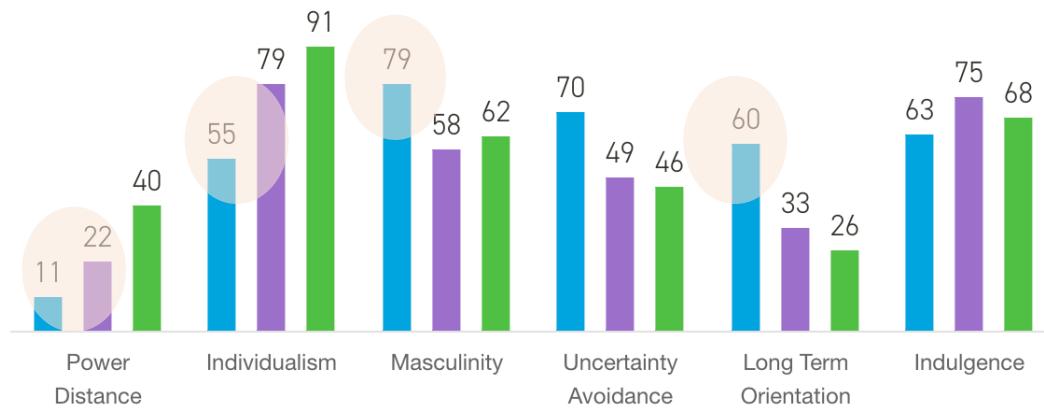
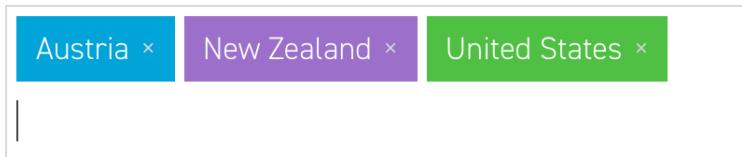
Jamaica × Puerto Rico × Suriname ×  
United States ×



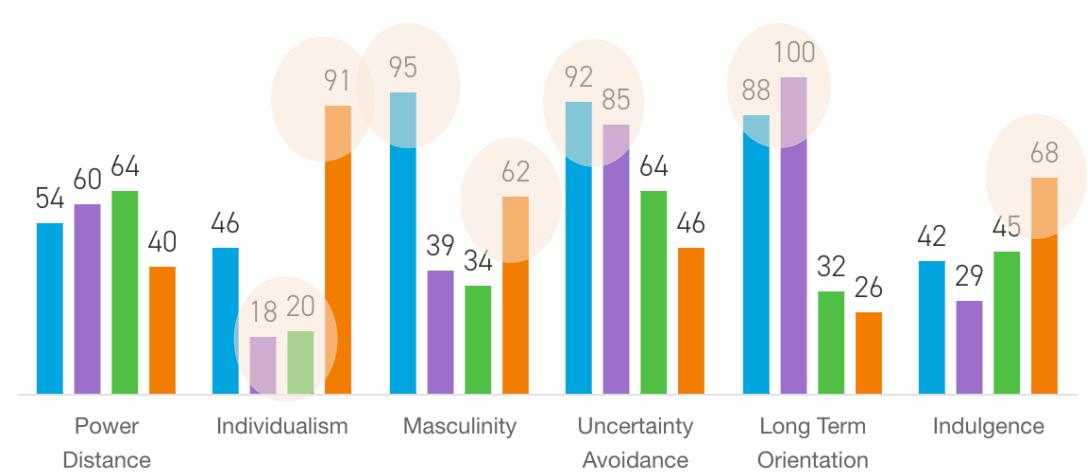
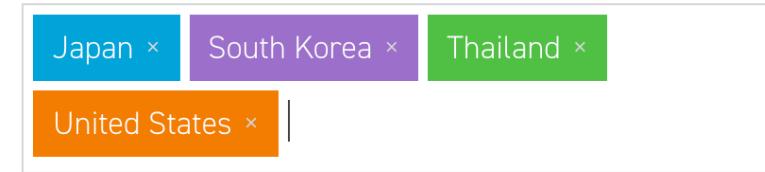
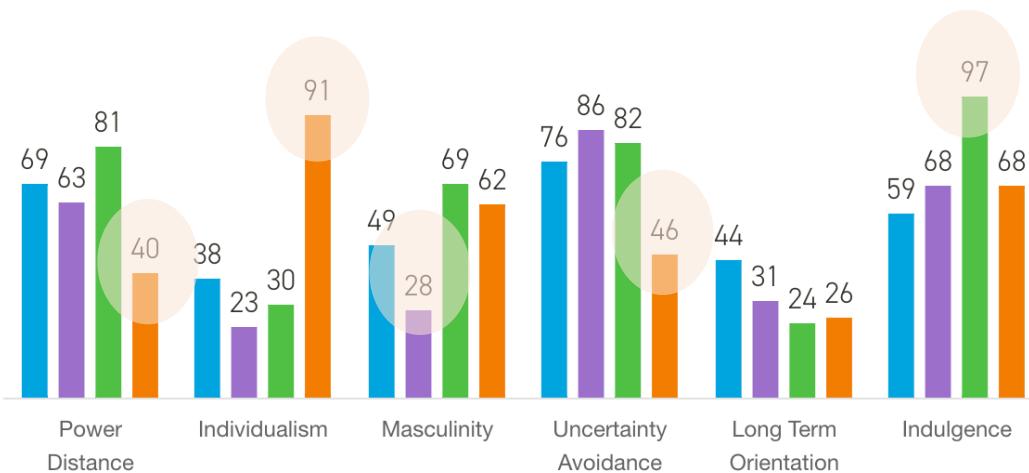
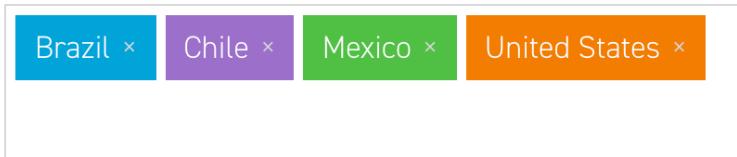
# Country comparisons – Europe



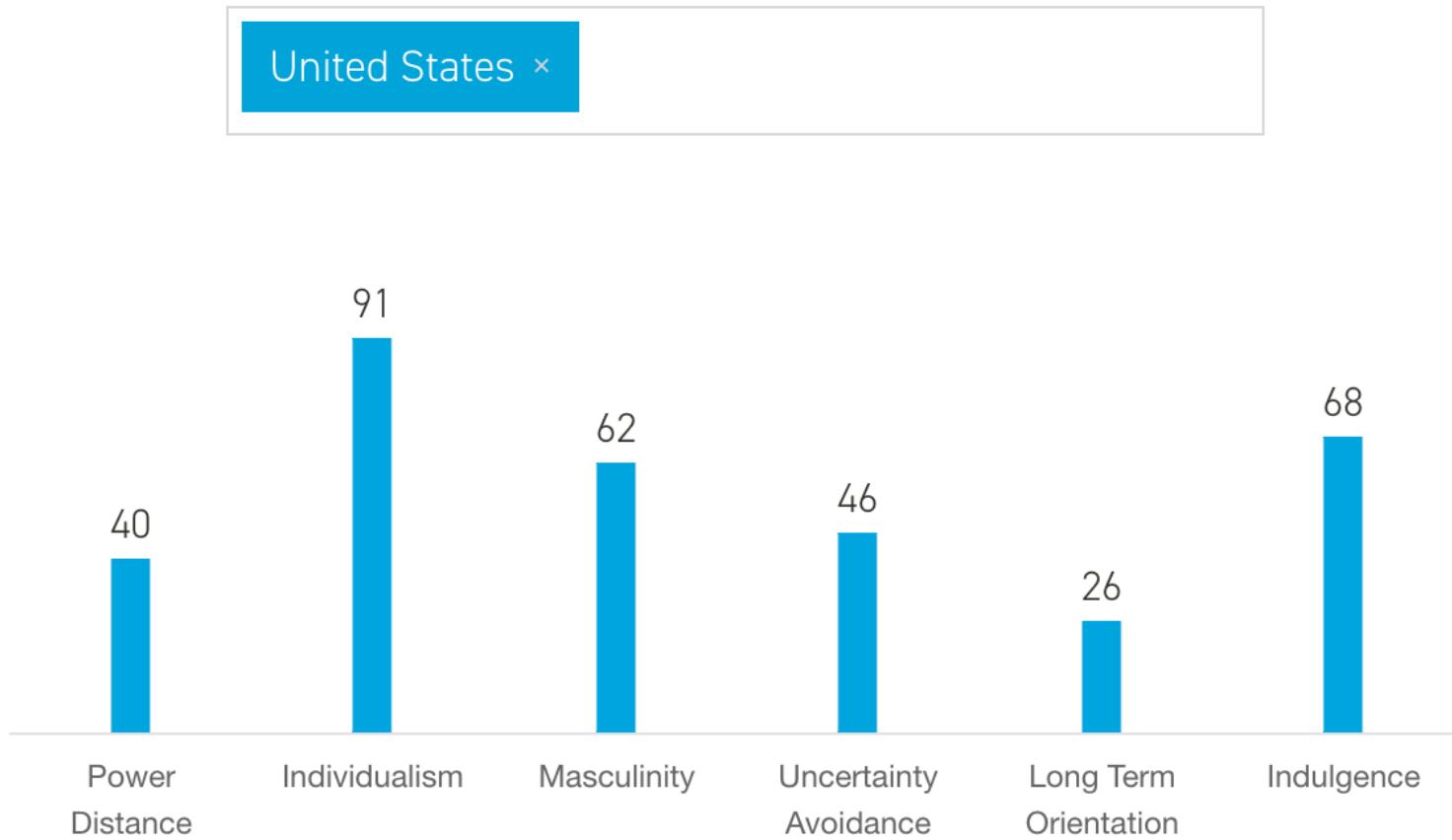
# Country comparisons – Pacific/Africa/Israel



# Country comparisons – South America/Asia



# Cultural dimensions (0-120) and InterPride



- The culture of InterPride does not per se equal the culture of the USA
- Individual personalities do not per se equal the country's culture
- There is no good and no wrong culture

# Cultural focus of the restructuring

- The objective of the restructuring is to prepare InterPride for the global growth and development of underrepresented areas in the world in the years to come
- Therefor it is best to focus on those cultural aspects in those areas that impact the growth objective the most
  - Mexico – development of the membership
  - Caribbean – Surinam in the lead, development IP-region
  - South America – development of the membership and IP-regions
  - Africa – primarily South Africa – development of IP-region
  - Asia – high volume countries - development of the membership and IP-regions
  - Pacific - primarily Australia – development of the membership
  - Europe – North America – development of the membership

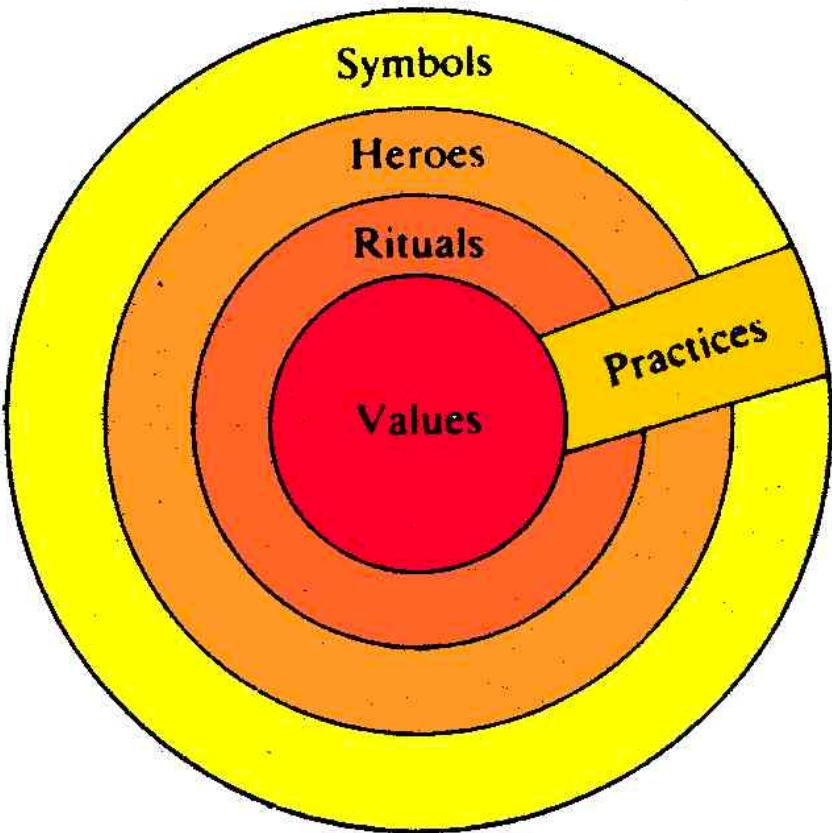
# Practical examples

Dimension	-/L	+/H	Description
Power distance		X	Board on stage behind tables – check what CPH did at presentation
Individualism vs. collectivism		X	Remain silent and not express opinions if no one else speaks up
Uncertainty avoidance	X		Non-native will remain silent in (plenary) sessions
Masculinity vs. femininity	X		Sharing the number of people attending pride
Long-term orientation vs. short-term orientation		X	Flexibility around bylaws
Indulgence vs. restraint	X		Not showing up at workshops after ‘pleasure’ (early morning calls)

**Different aspects of the organization can influence different cultural dimensions:**

- Flexibility around bylaws (short-term orientation) can influence behaviour from those operating in the dimension ‘uncertainty avoidance’ since it becomes less clear when rules apply and when not. So they will shift from comfort to discomfort.

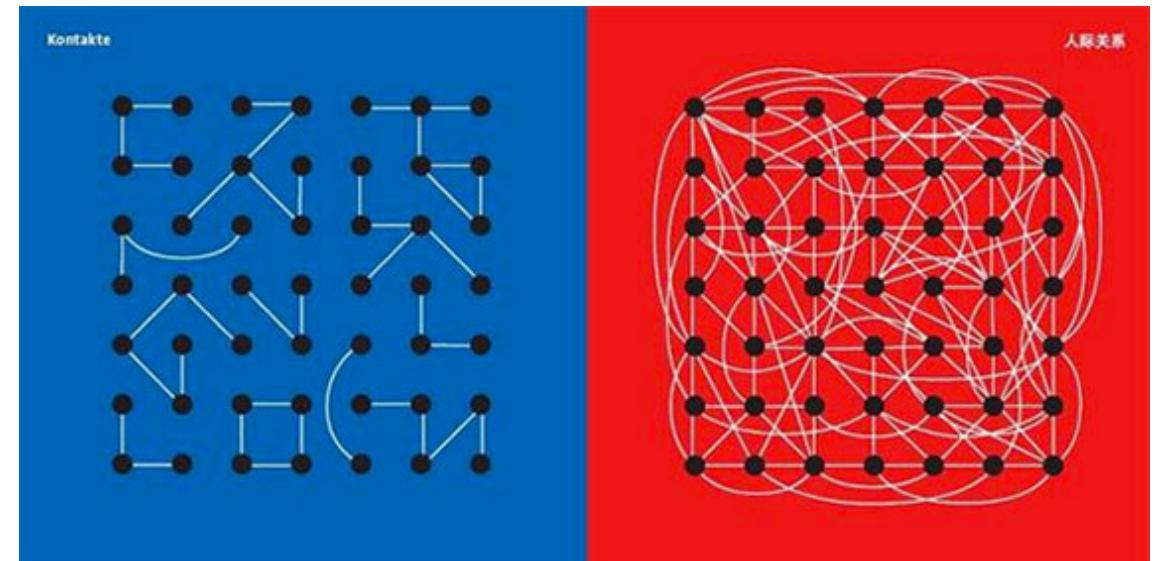
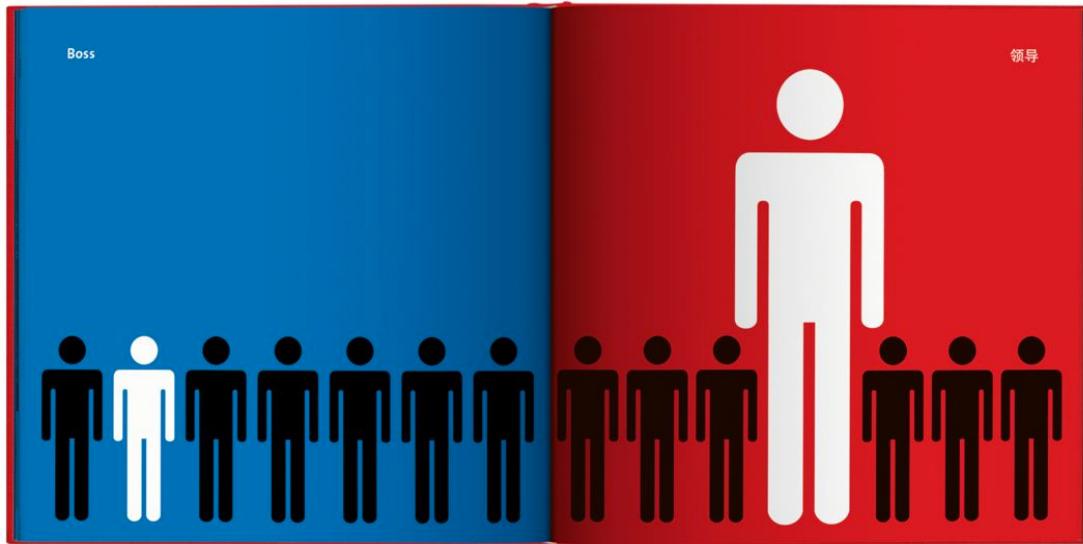
# Onion-model



- The core are the values of a certain culture, which mostly remains the same. Even if something seems to be outdated, it still can subconsciously play a role in the present
- Rituals are repeating procedures
- A hero can be a fictive person, but has influence on the culture.
- Symbols are understood by the 'tribe'
- **All three layers can be trained and learned through practices except for the core: the inner cultural values**

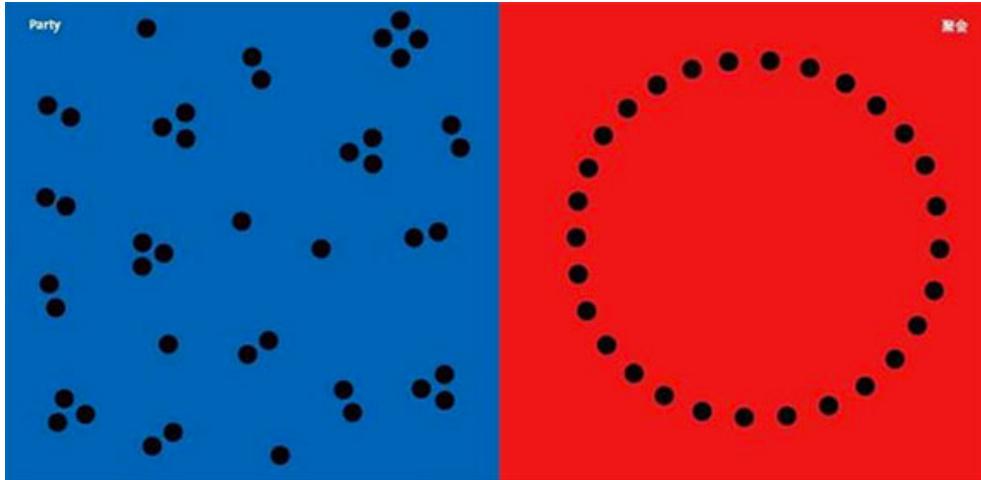
# Examples of values – Yang Liu

■ Asian  
■ Westerner



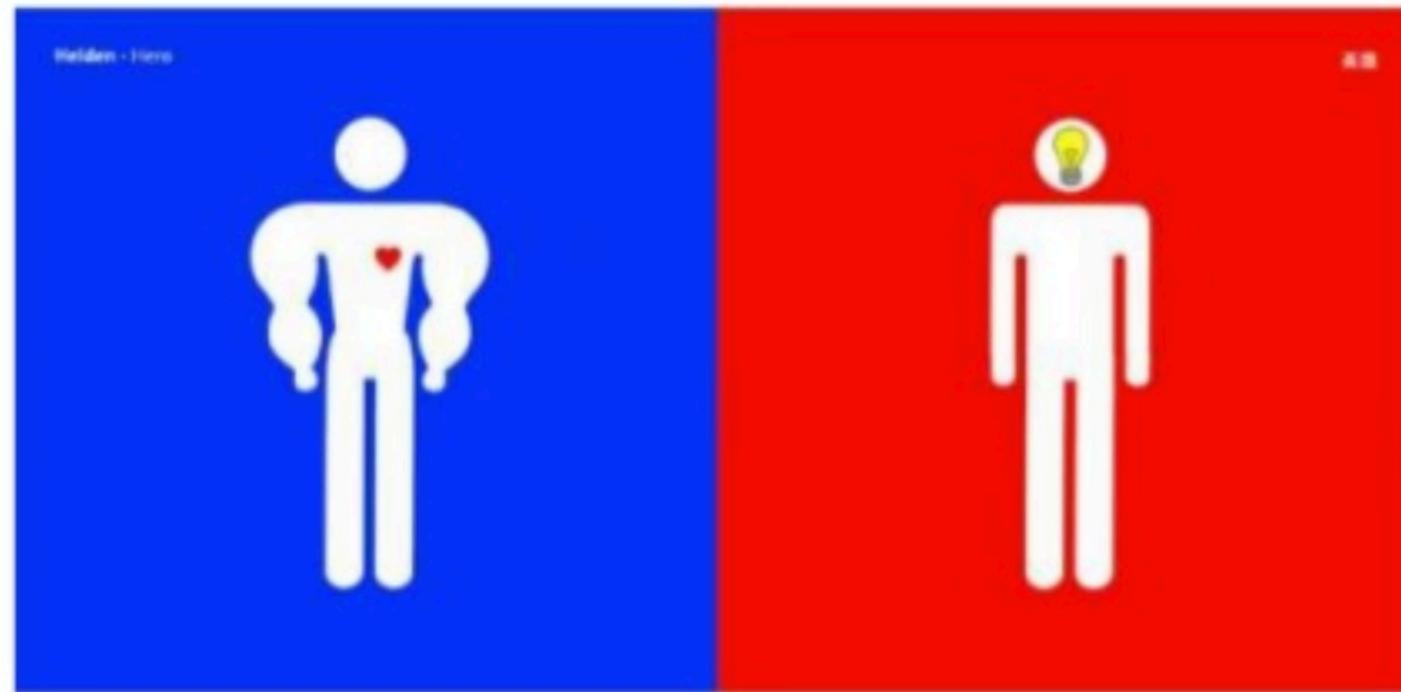
# Examples of rituals – Yang Liu

Asian  
Westerner



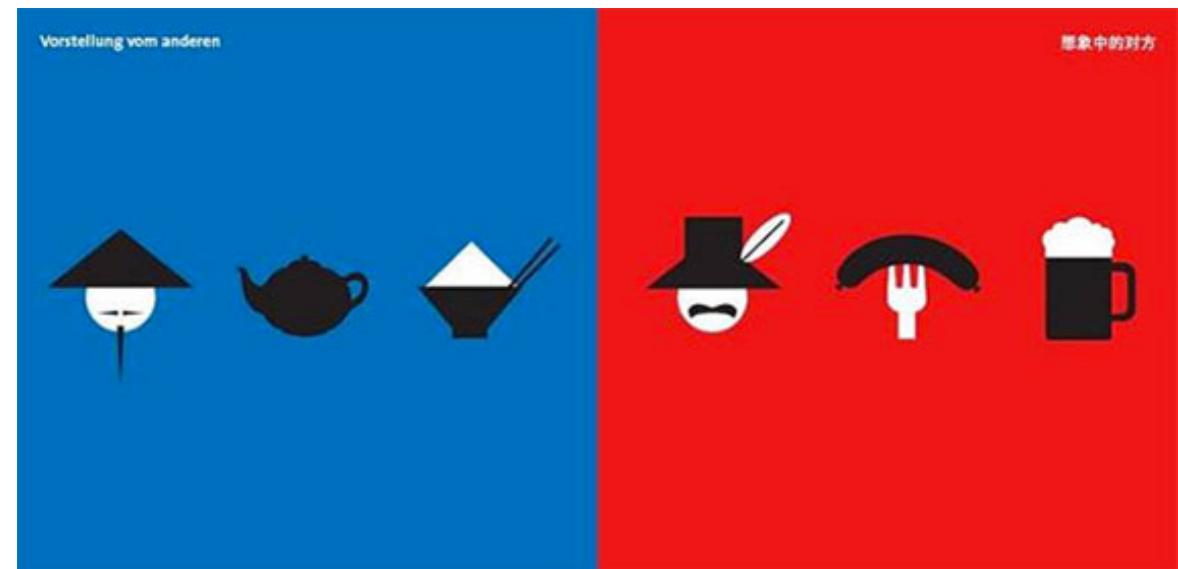
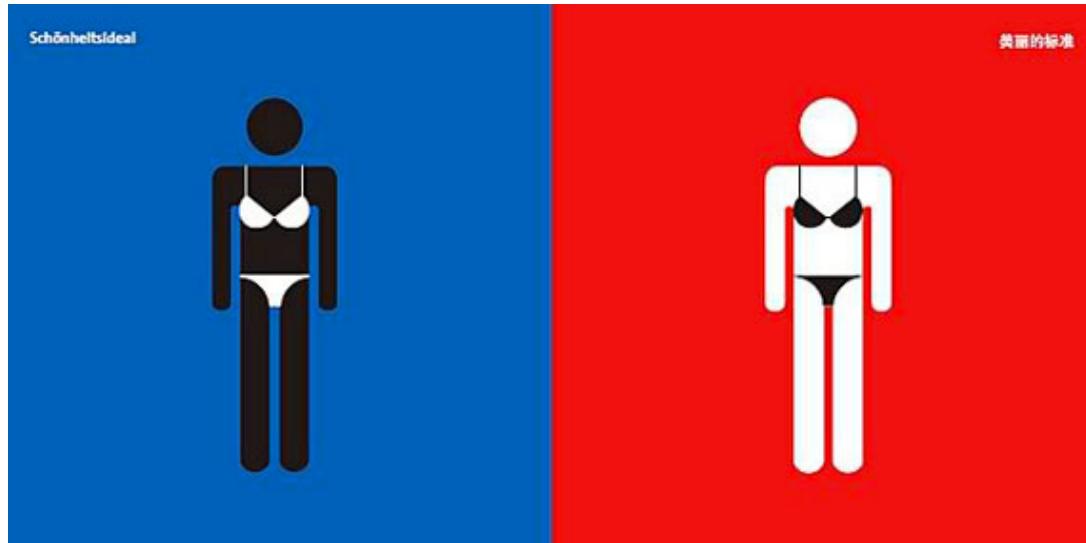
# Examples of heroes – Yang Liu

■ Asian  
■ Westerner

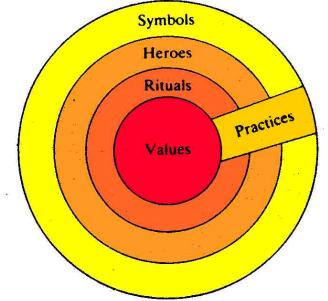


# Examples of symbols – Yang Liu

■ Asian  
■ Westerner

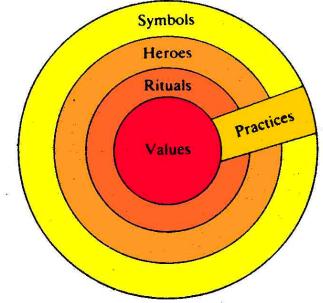


# Onion-model in InterPride



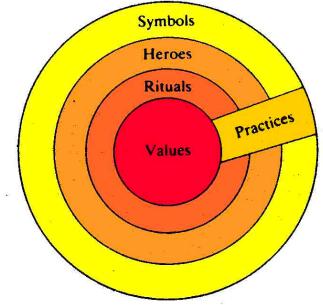
Dimension	Examples
Values	Representation via personal presence
Rituals	Scholarship reception
Heroes	Fastest growing region
Symbols	Rainbow-flag

# Onion-model in InterPride - practices



Dimension	Practice
Values	Longstanding commitment to InterPride
Rituals	Role-calls Voting-procedures only for those who are physically attending Nominations for board-positions vetted based on attendance
Heroes	First-timers at a conference Those who attend AGM for 10 <sup>th</sup> , 15 <sup>th</sup> , 20 <sup>th</sup> ...etc time
Symbols	Name-pins

# Onion-model in InterPride - culture



Dimension	Practice
Values	Longstanding commitment to InterPride
Rituals	Role-calls Voting-procedures only for those who are physically attending Nominations for board-positions vetted based on attendance
Heroes	First-timers at a conference Those who attend AGM for 10 <sup>th</sup> , 15 <sup>th</sup> , 20 <sup>th</sup> ...etc time
Symbols	Name-pins

Dimension	
Power distance	Value name-pins as celebration is not recognized by everyone at the same level
Uncertainty avoidance	Give higher value to opinions from heroes 10 <sup>th</sup> , 15 <sup>th</sup> time attendance and so on
Masculinity vs. femininity	Perception that numbers count more than delivery and results

# Next steps

- Identify all values within InterPride
- Identify all rituals, heroes and symbols within InterPride
- Identify the cultural dimensions that support these elements
- Find the mirror of impact for each dimension identified and define:
  - Change of the rituals, heroes, symbols and in possible values
  - OR
  - Create additional rituals, heroes and symbols to strengthen the values in the context of the mirror

# Cultural assessment tool

- For future proposals a cultural assessment can me made to identify pitfalls that might negatively impact inclusivity of the organization
- An analysis only needs to be done for the two most important dimensions involved

Dimension	USA/Canada	Mexico	South America	Europe	Africa	Asia	Australia
Power distance							
Individualism vs. collectivism							
Uncertainty avoidance							
Masculinity vs. femininity							
Long-term orientation vs. short-term orientation							
Indulgence vs. restraint							