

From Frank van Dalen (co-chair human rights committee)
To Board InterPride
CC Sue Doster
Subject Cultural awareness
Date April 24th 2018

Introduction:

InterPride wants to be a truly international organization. In recent years we have paid attention to inclusion and culture. This memo is an other contribution to increase cultural awareness. This is important because InterPride is dominated by white western influences. With the restructuring of InterPride but also with an increase of involvement of South America, Africa, Caribbean and soon to happen India and hopefully Asia more cultural diversity will access InterPride. With the commitment we all feel and our own frames of references it is not always easy to fully understand or even consciously see different approaches. What could work for 'us', might not work for 'others'. This document is drafted based on the cultural awareness webinar that Sue Doster and Frank van Dalen delivered some months ago. That powerpoint is added to this document.

Objective

This document will provide a framework that will help us to better understand cultural differences and will help us to assess the likability that proposals will work in different cultural contexts.

Summary of cultural dimensions

Cultural dimension	Description / InterPride – opinions shared (or not)
Power distance	High: Hierarchy clearly established and executed, without doubt Low: Authority questioned, power distributed, view from lower levels <i>An opinion of a board member can remain uncontested.</i>
Collectivism (versus individualism)	High: Collectivism, tightly-integrated relationships, undoubted loyalty Low: Loose ties, only relates individual to his/her immediate family. "I" <i>A group opinion remains uncontested by an individual member of the group</i>
Uncertainty avoidance	Low: Acceptance of differing thoughts, fewer regulations, free-flowing High: Stiff codes of behavior, guidelines, laws, rely on absolute Truth <i>Lack of language skills and unfamiliarity with by-laws can silence people</i>
Masculinity (versus femininity)	High: Preference for achievement, heroism, assertiveness and rewards for success Low: Preference for cooperation, modesty, caring for weak and quality of life <i>Heated debates and first-come-first-speak assertiveness can silence people</i>
Short term orientation (versus long term)	High: Adaptation and circumstantial, pragmatic problem-solving as a necessity Low: Traditions are honoured and kept, while steadfastness is valued <i>Inflexibility on new influences and opinions that change the organization</i>
Restraint (versus indulgence)	High: Other factors dictate their life and emotions; strict regulations Low: To be in control of their own life and emotions <i>Lack of space in communication process because of pre-set structures</i>

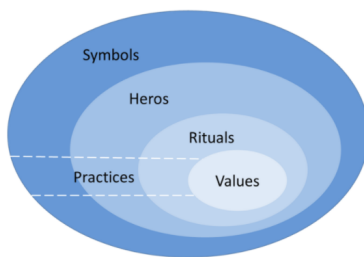
What can this do for InterPride?

Understanding these mechanisms and cultural backgrounds of our stakeholders can help us in becoming more inclusive and being more successful in the objectives we want to achieve. This works on all fields within InterPride. And again, there is no good or wrong. There is only impact.

Field within InterPride	Dilemmas
Working culture	Masculinity and individualism are fairly high. Assertiveness is a way to make your voice heard and individual action is appreciated to get things done. For the western world this works, for many other parts of the world this is different.
Contracts	There is a tendency to be extensive in contracts and regulations. A legal based approach can conflict a trust based approach and decrease acceptance or slow

	down processes. This reflects on uncertainty avoidance and short term versus long term orientation.
Working structure	Work for InterPride is done in committees and outreach is expected from RD's. A take your own responsibility-approach can hinder those who normally operate in a context of high power-distance or restraint environments.
Representation	Proxy-voting is not allowed within InterPride. However, there are different interpretations how representation works. This reflects on restraint versus indulgence next to short/long-term approaches.
Informal decision making processes	Many decisions are made within the committee structures and when brought to the board solely delivered in verbal ways. Almost all cultural dimensions are involved and one could question the effectiveness for all of this (value-driven – see next paragraph) approach.

Summary of value-systems - Organizational Cultural Model Awareness



Onion Diagram of organizational culture by Geert Hofstede

Domains	Description and InterPride examples
Values	They remain the same over a longer period of time - Even if something seems to be outdated, it still can subconsciously play a role in the present <i>Work is done by and for the membership</i>
Rituals	Repeating procedures <i>Role-call and pride-presentations</i>
Hero's	Can be a fictional person, but has influence on the culture <i>First-timers are identified and celebrated, just like alumni</i>
Symbols	Are understood by the 'tribe' <i>Rainbowflag and annual theme/logo</i>

Practices can disclose rituals, heros and symbols. They are easily altered. This is not the case for inner cultural values.

What can this do for InterPride?

For the restructuring to work it is key to understand the inner values of InterPride. The same is true for growing the organization and developing underrepresented regions. To balance the inner values, we can strengthen the other three layers.

Summary guidelines for Working in a Multi-Cultural Organization

Adapted from Working on Common Cross-Cultural Communication Challenges, Marcelle E. DuPraw and Marya Axner

- Learn from generalizations about other cultures, but don't use those generalizations to stereotype.
- Awareness of current power imbalances is necessary for understanding each other, solving problems, working together and build synergies.
- Don't assume that yours is the only right way to communicate.
- Listen and empathetically and actively.
- Suspend judgment, and try to look at the situation as an outsider. Take different perceptual positions.

Cultural awareness assessment

Proposal: the proposal or element to be assessed.			
Dimension	Score L / H	Risk	Solve risk
Power distance			
Collectivism (versus individualism)			
Uncertainty avoidance			



MEMO

Masculinity (versus femininity)			
Short term orientation (versus long term)			
Restraint (versus indulgence)			
Dimension	In place		Proposal
If applicable: values			
If applicable: rituals			
If applicable: hero's			
If applicable: symbols			

Next steps

- Run a cultural awareness assessment on the restructuring proposals, as well as the new methods&standards that is being drafted
- Run a cultural awareness assessment on the structure of our conference
- Apply cultural awareness assessment on future proposals



CULTURAL AWARENESS

Frank van Dalen and Sue Doster

Economist Intelligence Unit Report

A growing number of business executives are paying attention to the reality of cultural differences. The Economist recently surveyed CEOs from hundreds of multinational corporations and found that for the first time during an economic recession, these CEOs were planning to expand internationally rather than retreat, because they believe their greatest opportunities for growth lie beyond their domestic borders. In addition, 90 percent of the CEOs surveyed said that **the crosscultural abilities of their employees would make or break whether they were successful at expanding internationally.**

Geert Hofstede

- Geert Hofstede, is a Dutch sociologist, well-known for his pioneering work in the study of cross-cultural group dynamics. He also played a major role in developing a systematic framework for assessing and differentiating national cultures and organizational cultures.
- Hofstede is a leading researcher and theorist in the fields of organizational studies and more organizational culture, also cultural economics and management. His studies demonstrated concretely that there are national and regional cultural groups that influence the behavior of societies and organizations.

Culture Defined

- Most sociologists and anthropologists define “culture” as the organized set of beliefs, values, customs, and behaviors that separate one group from another. In other words, culture is simply the way we’ve been socialized to think and behave in the world.
- Hofstede has called culture the “software” the operating system that runs your life. The way you’ve been “programed” to see the world.
- Culture can be ethnic, professional, organizational, generational, religious and ideological, political, and even regional cultures.

Cultural Dimensions Defined Hofstede

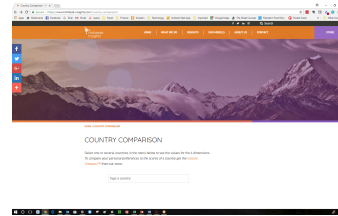
- Power distance index
- Individualism vs. collectivism
- Uncertainty avoidance index
- Masculinity vs. femininity
- Long-term orientation vs. short-term orientation (sometimes called Pragmatic vs. Normative)
- Indulgence vs. restraint

Overview of Cultural Dimensions

Dimension	Definition
Power Distance	This refers to the degree of inequality that exists – and is accepted – between people with and without power.
Individualism vs. Collectivism	This refers to the strength of the ties that people have to others within their community.
Uncertainty Avoidance	This dimension describes how well people can cope with anxiety.
Masculinity vs. Femininity	This refers to the distribution of roles between men and women. In masculine societies, the roles of men and women overlap less, and men are expected to behave assertively. Demonstrating your success, and being strong and fast, are seen as positive characteristics.
Long-term Orientation vs. Short-term Orientation	Also called Pragmatic vs. Normative, this dimension refers to the degree to which people need to explain the inexplicable, and is strongly related to religiosity and nationalism.
Indulgence vs. Restraint	To what level does a community allow or encourage relatively free gratification of people's own drives and emotions, such as enjoying life and having fun.

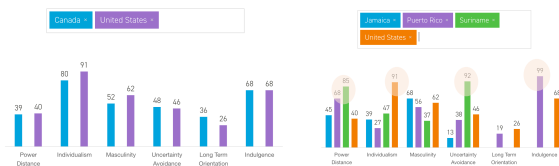
Scoring of Cultural Dimensions

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

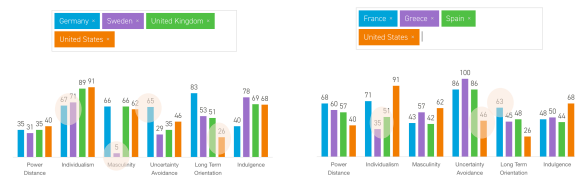
Cultural Dimensions - Country Comparisons
big differences from country to country

<https://www.hofstede-insights.com/country-comparison/>

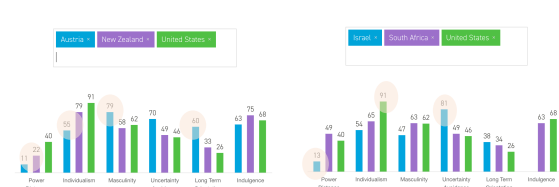
Country comparisons – North America / Caribbean



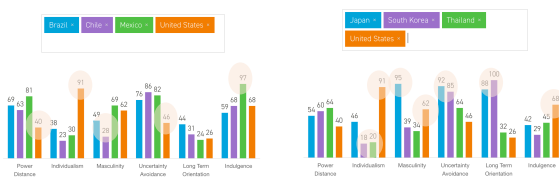
Country comparisons – Europe



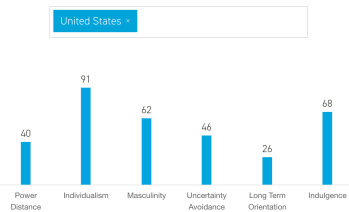
Country comparisons – Pacific/Africa/Israel



Country comparisons – South America/Asia



Cultural Dimensions (0-120) and InterPride



- The culture of InterPride not necessarily the same as the culture of the USA
- Individual personalities are not necessarily the same as the country's culture
- There is no "good" and no "wrong" culture

Guidelines for Working in a Multi-cultural Organization



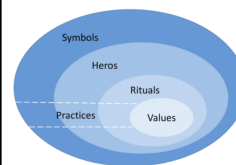
- Learn from generalizations about other cultures, but don't use those generalizations to stereotype. Use them to understand better and appreciate other multifaceted human beings.
- Remember that cultural norms may not apply to the behavior of any particular individual.
- Awareness of current power imbalances is necessary for understanding each other, solving problems, working together and build synergies.
- Honest acknowledgment of the mistreatment that has taken place on the basis of cultural difference is vital for effective communication.

Guidelines for Working in a Multi-cultural Organization - Continued

- Don't assume that yours is the only right way to communicate. Keep questioning your assumptions about the "right way" to communicate.
- Search for ways to make the communication work, rather than searching for who should receive the blame for the breakdown
- **Listen** and empathetically and actively.
- Honor others' opinions about what is going on. Try to understand different perceptions of the same reality. Put yourself in the other person's shoes.
- Suspend judgment, and try to look at the situation as an outsider. Take different perceptual positions.
- Practice, practice, practice.

Adapted from Working on Common Cross-Cultural Communication Challenges, Marcelle E. DuPraw and Maya Axner

Organizational Cultural Model Awareness

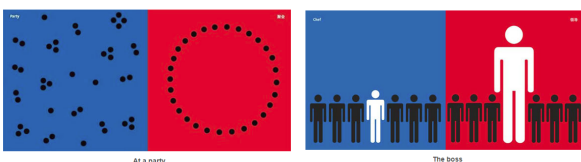


Onion Diagram of organizational culture by Geert Hofstede

- 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 fictional person, but has influence on the culture.
- Symbols are understood by the 'tribe'
- **All three layers can be modified through practice - except for the core: the inner cultural values**

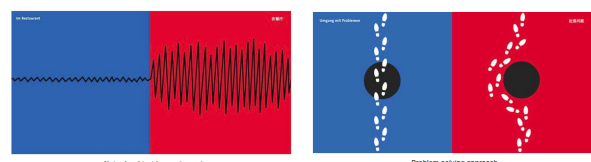
Examples of rituals – Yang Liu

■ Asian
■ Westerner

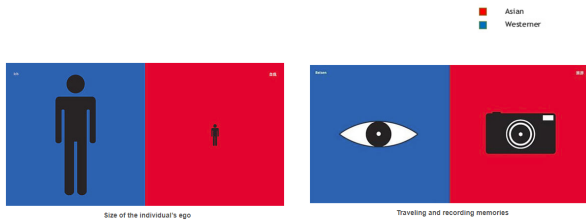


Examples of values – Yang Liu

■ Asian
■ Westerner



Examples of values – Yang Liu



Examples of heroes – US and Netherlands



Cultural Intelligence Resources

TED TALK:

Sheena Iyengar, "The Art of Choosing."
http://www.ted.com/talks/sheena_iyengar_on_the_art_of_choosing.html

Hofstede Insights:

https://www.mindtools.com/pages/article/newLDR_66.htm
<https://www.hofstede-insights.com/country-comparison/anglea/>

Suggested Reading:

David Livermore, Ph.D., *The Cultural Intelligence Difference*.
 Geert Hofstede, *Cultures and Organizations*

TED Ideas worth spreading

The
Cultural Intelligence
DIFFERENCE



Master the One Skill You Can't Do Without
in Today's Global Economy

David Livermore, Ph.D.
Author of Cultural Intelligence