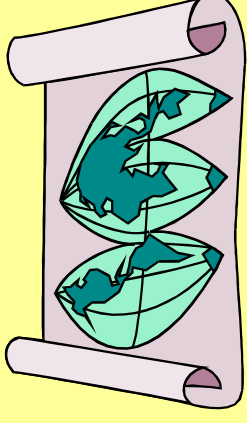


MBI

A Model for Managing Cultural Diversity in Interpersonal Interaction

Phase One:

Cultural Mapping



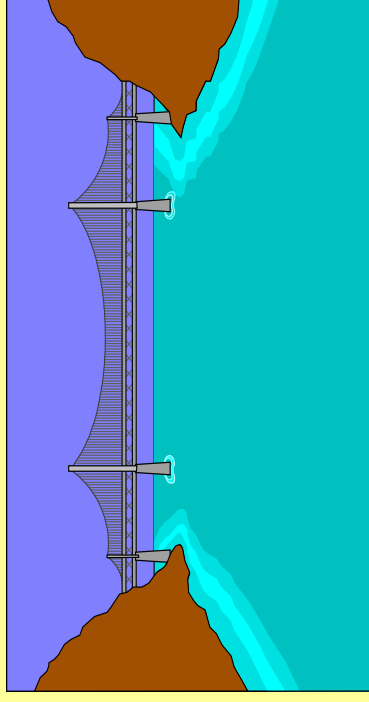
Goal: to understand cultural differences

Benefits:

- Develop self cultural awareness
- Gain knowledge to help us understand others
- Learn a common vocabulary in order to discuss cultural difference

Tool: A Framework of Cultural Dimensions

Phase Two:



Bridging the Differences

Goal: to learn to communicate across the cultural differences.

The Process:

Prepare → De-center → Re-center

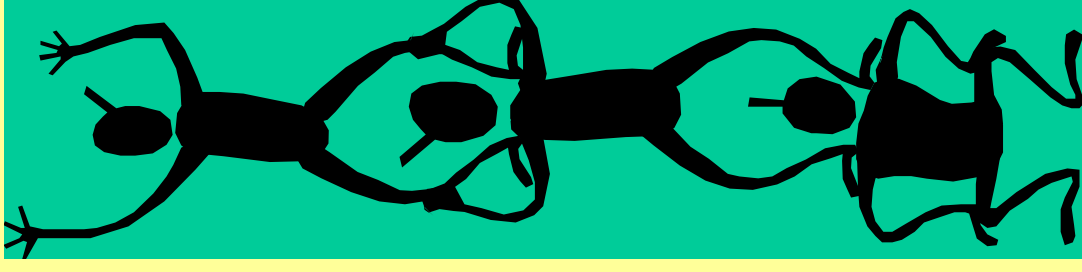
Phase Three:

Integrating

Goal: to manage and capitalize on the differences.

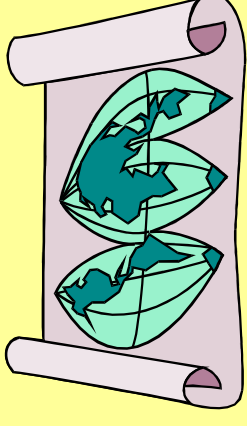
How?

- Build participation**
- Resolve conflicts**
- Build on ideas**



Phase One:

Cultural Mapping



Goal: to understand cultural differences

Benefits:

- Develop self cultural awareness
- Gain knowledge to help us understand others
- Learn a common vocabulary in order to discuss cultural difference

Tool: A Framework of Cultural Dimensions

Overview of Important Research in the Area of Cultural Value Differences

**Florence Kluckhohn and
Fred Strodtbeck (1950s)**

Environment

Time

Activity

Relationship

Human Nature

**Geert Hofstede/Michael
Bond (70s-80s),**

Power (Distance)

Individualism/Collectivism

Masculinity/Femininity

Uncertainty (Avoidance)

Long term orientation

Fons Trompenaars (80s, 90s...)

Relationship with time

Relationship with nature

Relationship with people

Universalism/Particularism

Collectivism/ Individualism

Neutral/Emotional

Diffuse/Specific

Achievement/Ascription

Edward T. Hall (1950s)

Time

(Monochronic/Polychronic)

High/Low Context Culture

(Communication Style)

Space

Edward Stewart & Milton J. Bennett

US. American Values

H.C. Triandis (1970's , 80s, 90s)

Individualism& Collectivism (vertical vs. horizontal)

Loose vs. Tight (uncertainty avoidance)

4 Conclusions about the functions of cultural patterns that apply to all cultures

- **People in all cultures face common human problems for which they must find solutions.**
- **The range of alternative solutions to a culture's problems is limited.**
- **Within a given culture, there will be preferred solutions which most people within the culture will select, but there will also be people who choose other solutions.**
- **Over time, the preferred solutions shape the culture's basic assumptions about beliefs, values and norms - and form cultural patterns.**

5 problems each culture must address...

- **What is the human orientation to activity?**
- **What is the relationship of humans to each other?**
- **What is the nature of human beings?**
- **What is the relation of humans to the natural world?**
- **What is the orientation of humans to time?**

The Kluckhohn Model

Orientation	Range		
Human nature	Basically Evil	Mix of Good and Evil	Basically Good
Man - Nature	Subjugation	Harmony	Mastery
Time Sense	Past Oriented	Present Oriented	Future Oriented
Activity	Being	Being in becoming	Doing
Social Relations	Lineality	Collaterality	Individualism