

IFVP

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**Tomi
Nagai-Rothe**

Senior Consultant
The Grove Consultants
International

Regina Rowland

PhD, MGD, MPNLP
Professor & Consultant

**Cultural
Dimensions
&
Visual
Representations**

Social Sustainability

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Image Grouping

- prior
- (5 min)
- (10 min)
- (5 min)
- (10 min)
- (10 min)
- (40 min total)
- I person A collects 10 objects prior to beginning of session
 - II at each table determine persons B, C, and observers (meta-position)
 - III without speaking person A arranges these 10 objects on the table
 - IV only B, C have a conversation explaining what they observed about A's arrangement
 - V A explains her/his arrangement (intention/intuition)
 - VI observers share their observations from their meta-positions
listening criteria:
D.I.E.
 - Describe (objective reality—what you can notice with the five senses)
 - Interpret (subjective reality—stories told not experienced by others)
 - Evaluate (values & judgements—something that is coded as good or bad by speaker)
 - VII large group debrief

Outcomes

- GROWING AWARENESS
—of our own assumptions
- FOOD FOR THOUGHT
—providing some links between visual communication
and intercultural communication

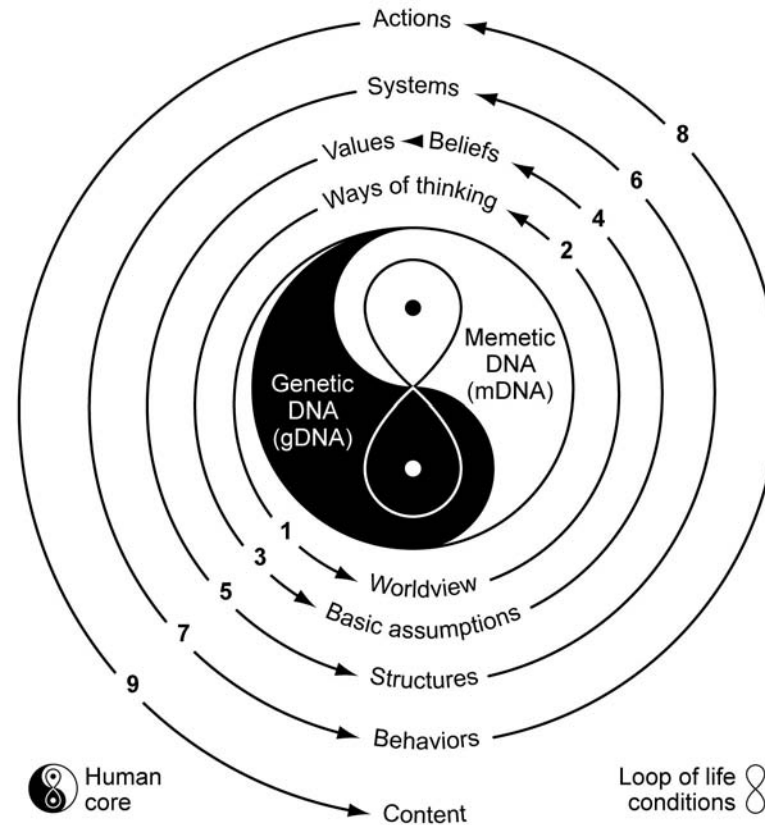
potential afternoon open frame:

- COLLABORATIVE BRAINSTORMING
—innovating alternative visual map structures
to accommodate particular cultural dimensions
- SHARING IDEAS
—solving two practical real-life problems

Map of Meaning-Making

Synergy of the Human Core

Location of Culture

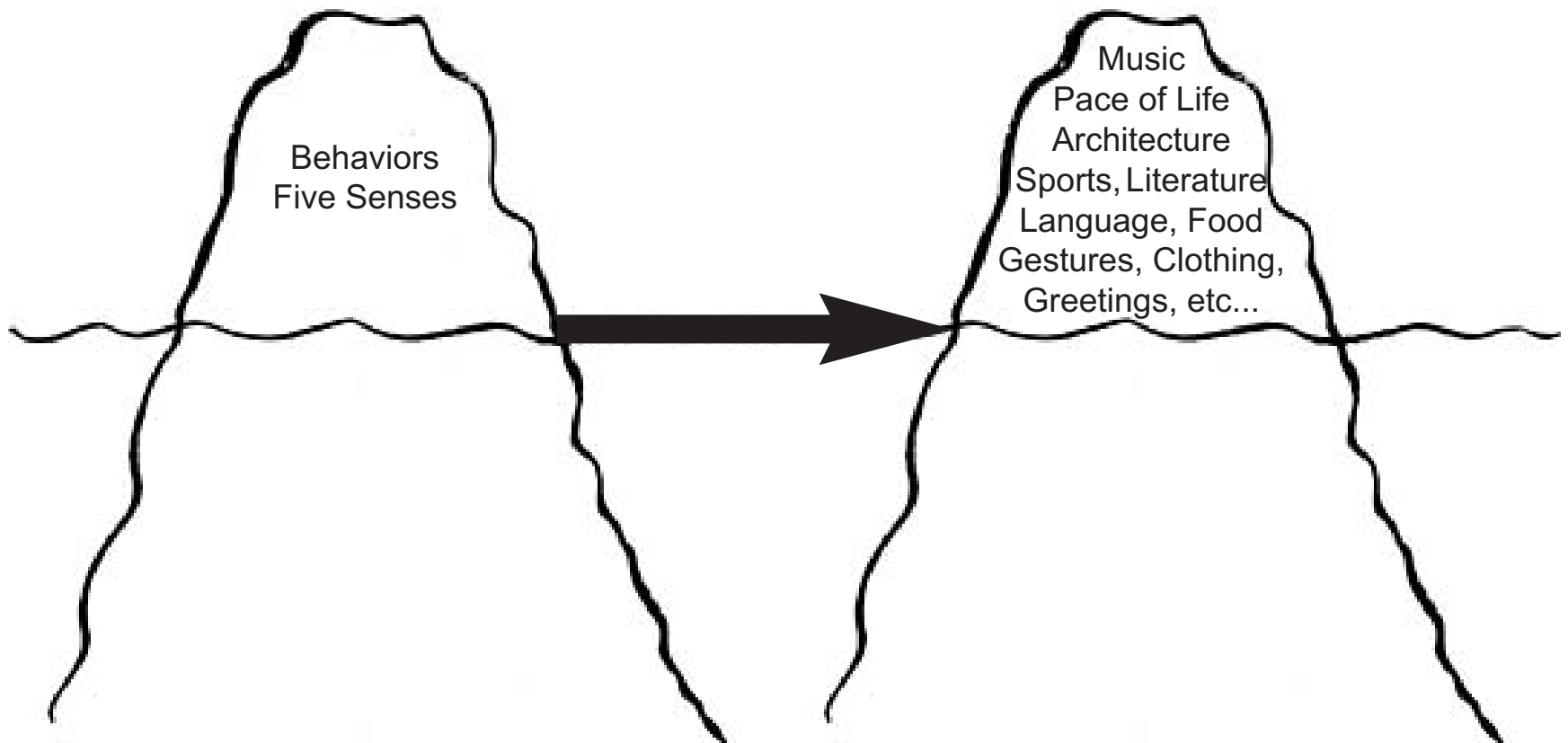


Definition of Culture

- The relatively stable set of inner values and beliefs
- Shared by groups of people who have something in common such as nationality, ethnicity, personal references, affinity, affiliation, etc...
- The noticeable impact of those values and beliefs on peoples' outward behaviors and environment

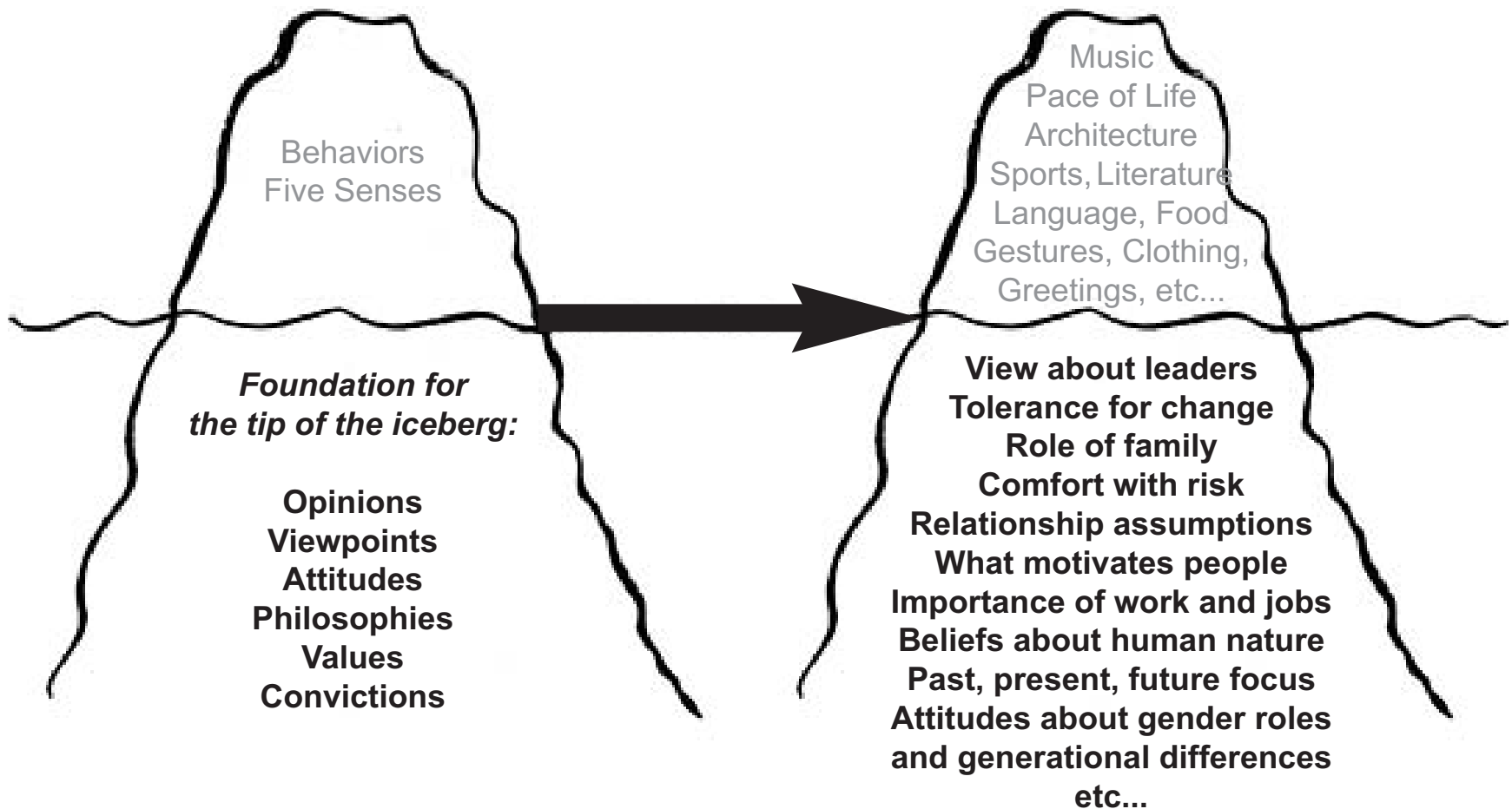
Analogy: Culture is like an iceberg!

Tip of the iceberg = 20% (directly observable)



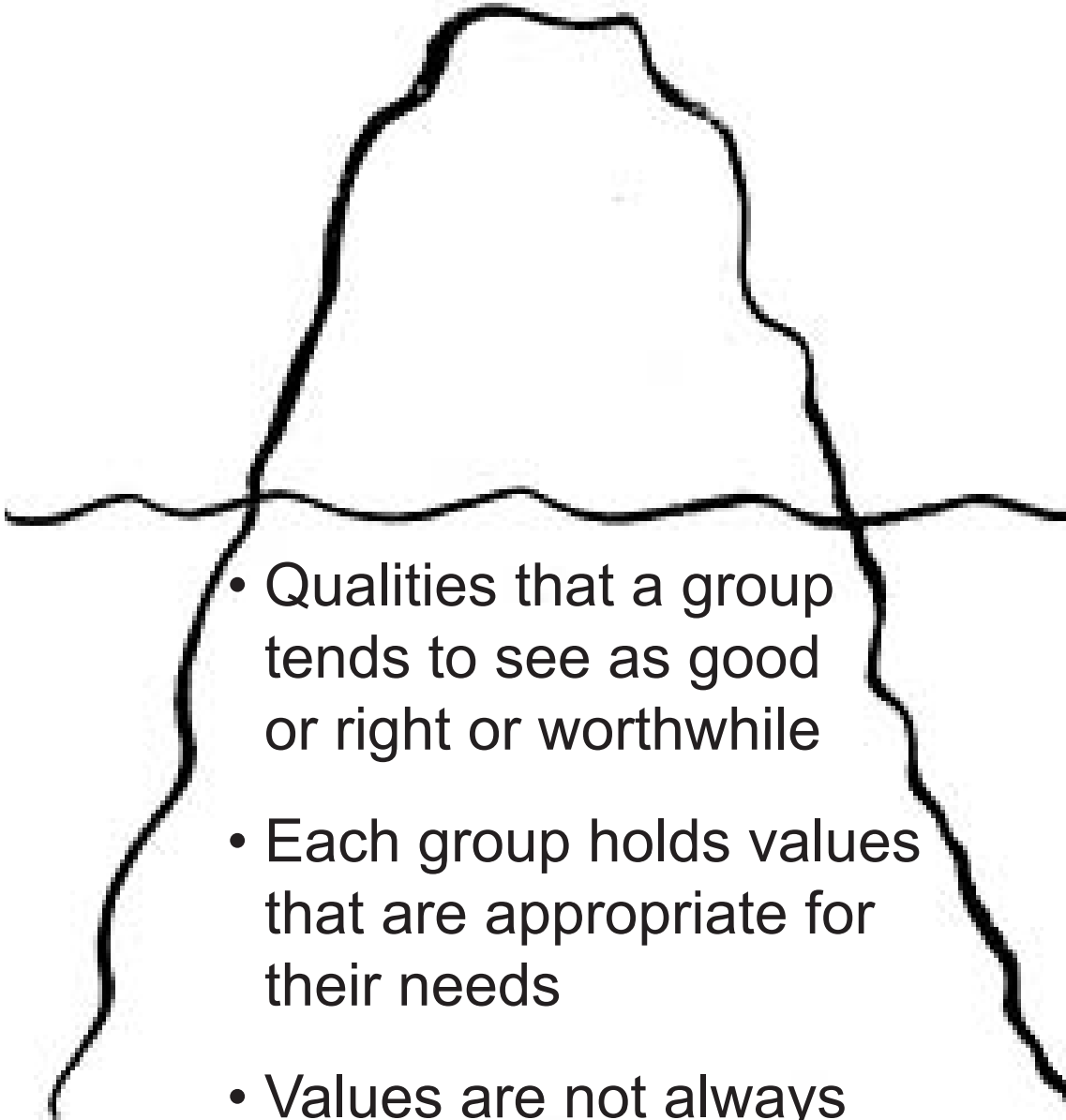
Analogy: Culture is like an iceberg!

Bottom of the iceberg = 80% (largely invisible)

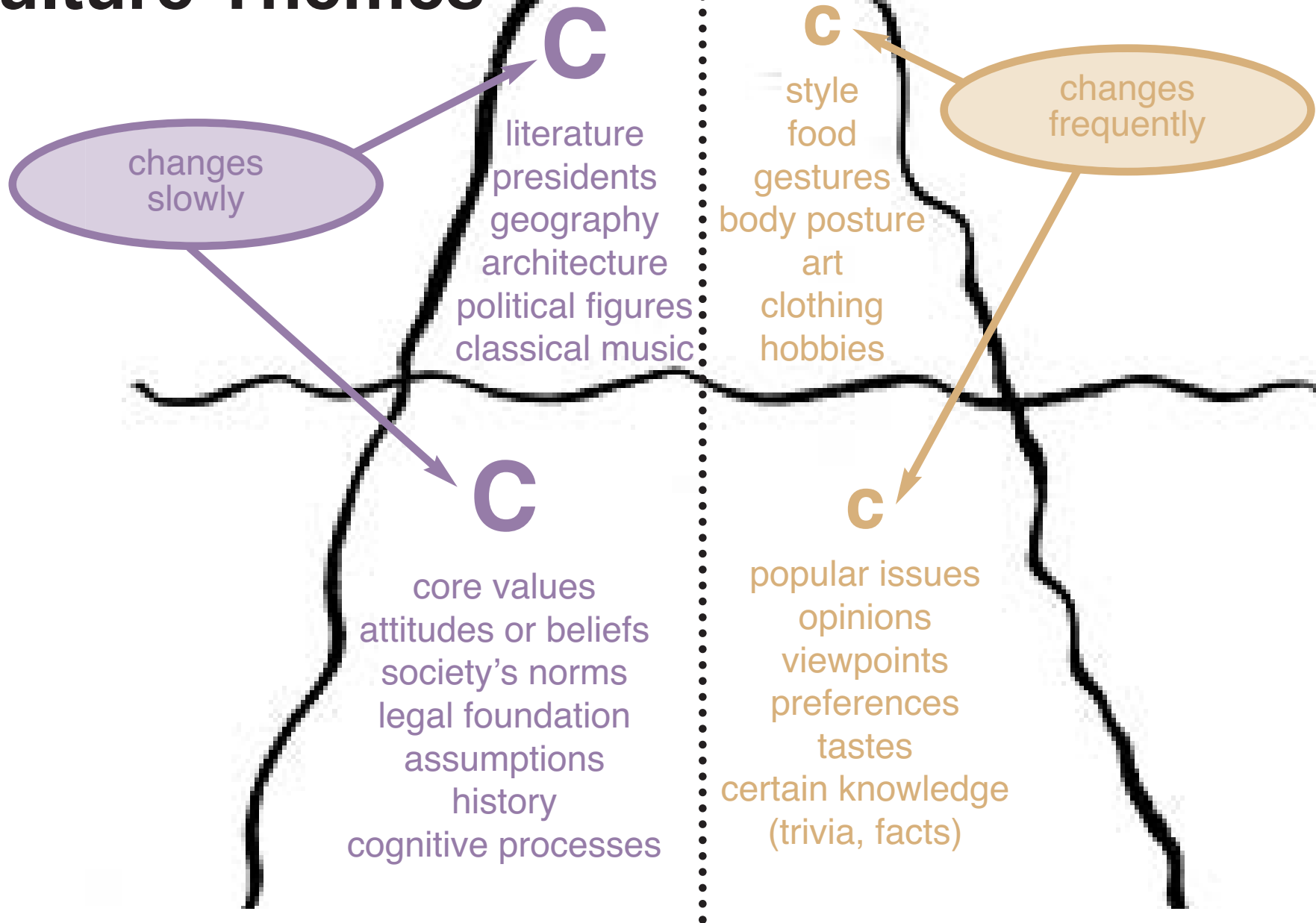


Cultural Values

Understanding cultural values may improve intercultural interactions!

- 
- Qualities that a group tends to see as good or right or worthwhile
 - Each group holds values that are appropriate for their needs
 - Values are not always predictors of behavior

Culture Themes



Stereotypes

- Emerge when we apply one perception to an entire group or generalizations about an entire group to each individual member of this group
- Both positive and negative stereotypes are damaging; they only paint partial pictures

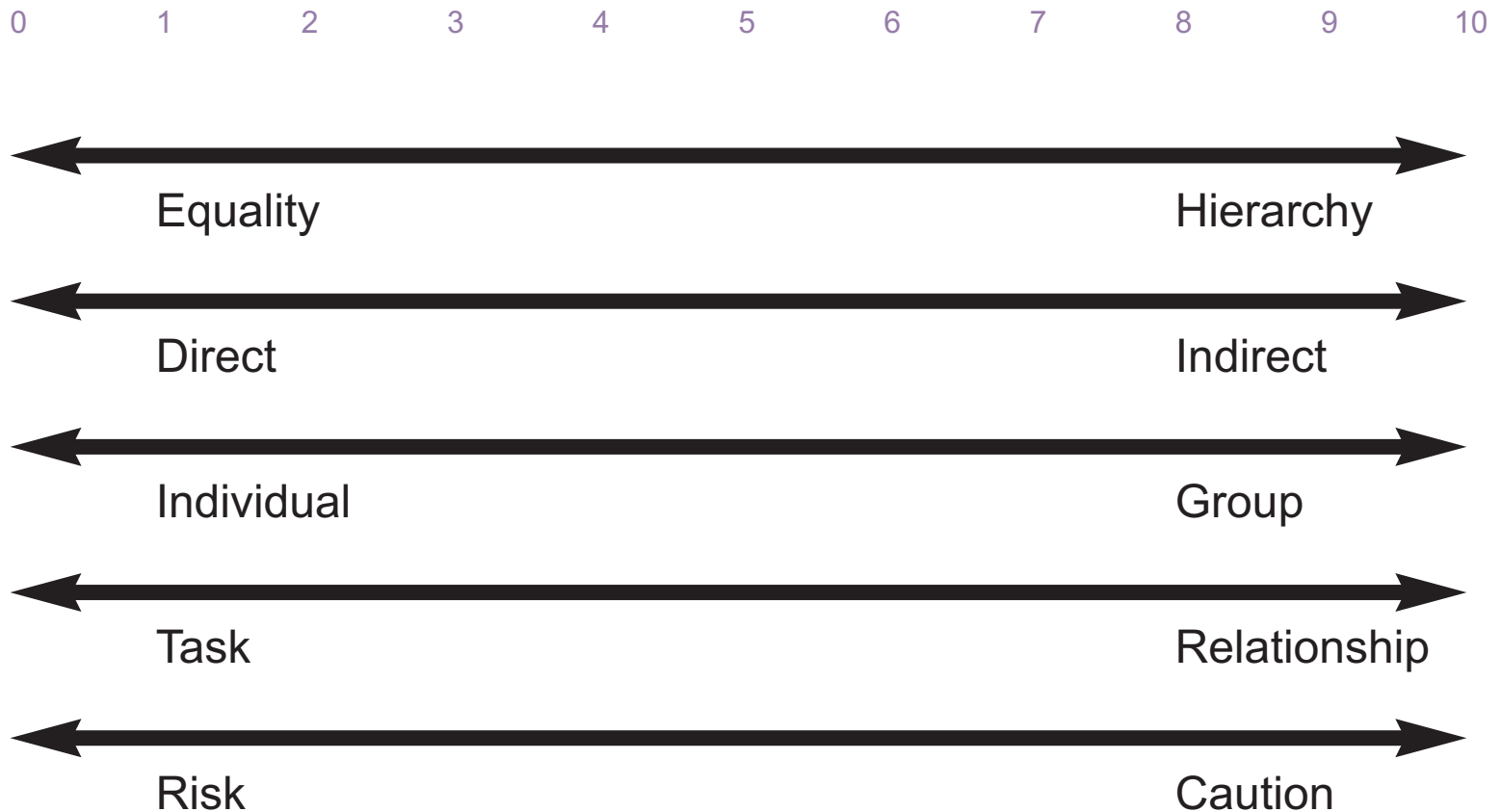
Attention: the human reptile brain (the oldest part of the brain) runs the show on the most basic level (digitally: on/off or life/death) and experiences “all otherness” initially as a threat; the frontal lobes (which are only 100,000 years old and which are responsible for constructive social interactions across the entire spectrum of species) is still developing...

Generalizations

- Observations of large groups over time (research)
- Can indicate how members of a particular cultural group are likely to operate (“sophisticated stereotyping”)
- Generalizations lead to **cultural dimensions**

Peterson's *Cultural Dimensions/Styles*

At the levels of individual, organizational and national cultures
Each style has advantages and disadvantages in various situations



0 1 2 3 4 5 6 7 8 9 10



Equality

Hierarchy

*A style that is based on **equality** means people may prefer to*

- Be self-directed
- Have flexibility in the roles they play in a company or on a team
- Have the freedom to challenge the opinion of those in power
- Make exceptions, be flexible, and maybe bend the rules
- Treat men and women in basically the same way

*A style that is based on **hierarchy** means people may prefer to*

- Take direction from those above
- Have strong limitations about appropriate behavior for certain roles
- Respect and not challenge the opinions of those who are in power because of their status and their position
- Enforce regulations and guidelines
- Expect men and women to behave differently and to be treated differently

0 1 2 3 4 5 6 7 8 9 10



*A **direct** style means people may prefer to*

- Be more direct in speaking and less concerned about how something is said (digital)
- Openly confront issues or difficulties
- Communicate concerns straight-forwardly
- Engage in conflict when necessary
- Express views or opinions in a frank manner
- Say things clearly, not leaving much open to interpretation

*A **indirect** style means people may prefer to*

- Focus not just on what is said but on how it is said (analog)
- Discreetly avoid difficult or contentious issues
- Express concern tactfully
- Avoid conflict if at all possible
- Express views or opinions diplomatically
- Count on the listener to interpret meaning
- Negate by pointing out difficulty of task

0 1 2 3 4 5 6 7 8 9 10



Individual

Group

*A **individual** style means people prefer to*

- Take individual initiative
- Use personal guidelines in personal situations
- Judge people based on individual traits
- Make decisions individually
- Put individuals before the team
- Be nonconformists when necessary
- Move in and out of groups as needed or desired

*A **group** style means people may prefer to*

- Act cooperatively and establish group goals
- Standardize guidelines
- Make loyalty to friends a high priority
- Determine their identity through group affiliation
- Make decisions as a group
- Put the team or group before the individual
- Keep group membership for life

0 1 2 3 4 5 6 7 8 9 10



Task

Relationship

*A **task** style means people may prefer to*

- Define people by what they do
- Move straight to business—relationships come later
- Keep most relationships with co-workers impersonal
- Sacrifice leisure time and time with family in favor of work
- Get to know co-workers and colleagues quickly but usually superficially
- Use largely impersonal selection criteria in hiring (resume, test scores)
- Work often overlaps w/ personal time

*A **group** style means people may prefer to*

- Define people by who they are
- Establish comfortable relationships and mutual trust before getting down to business
- Have personal relationships w/ co-workers
- Sacrifice work in favor of leisure time and time with family
- Get to know co-workers and colleagues slowly and in depth
- Use largely personal selection criteria when hiring (family connections)
- Not allow work to impinge on personal life

0 1 2 3 4 5 6 7 8 9 10



Risk

Caution

A risk style means people may prefer to

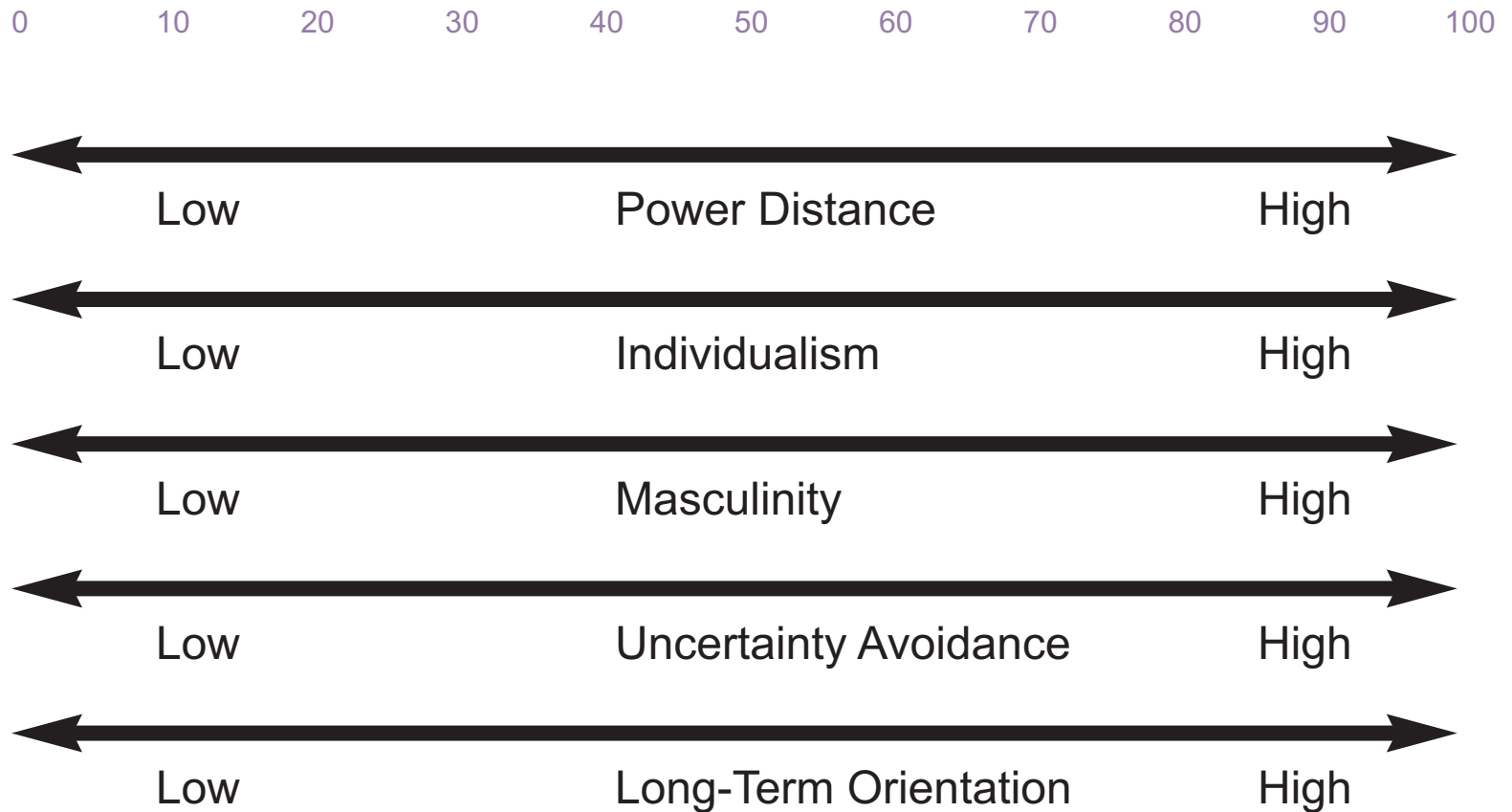
- Make decisions quickly with little information
- Focus on present and future
- Be less cautious—in a “jump first, look later” way
- Change quickly without fear of risks
- Try new and innovative ways of doing things
- Use new methods for solving problems
- Be comfortable changing plans at the last minute

A caution style means people may prefer to

- Collect considerable information before making a decision
- Focus on the past
- Be more cautious—in a “look first, jump later” way
- Change slowly and avoid risks
- Want more rules, regulations, guidelines, and directions
- Refer to past precedents of what works and what doesn't
- Have careful planning with no changes at the last minute

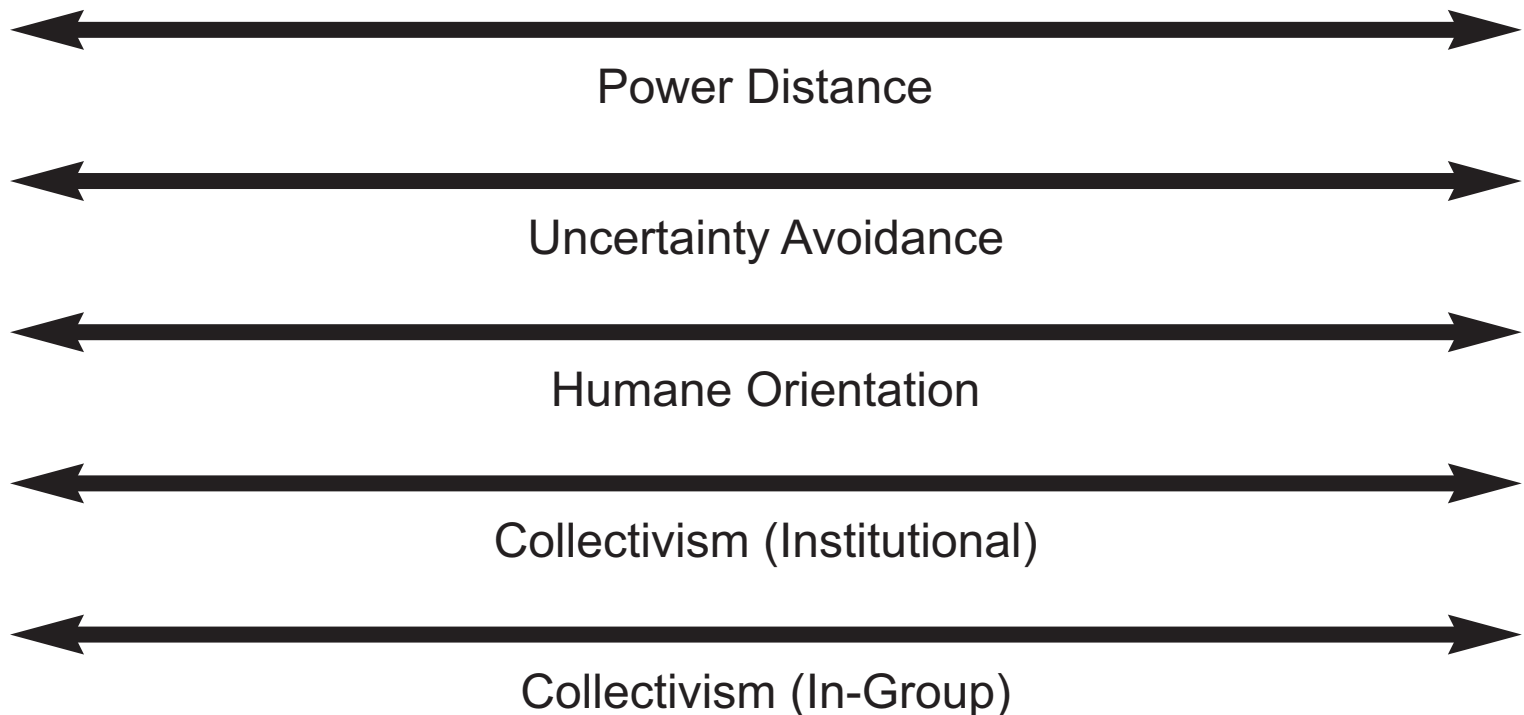
Hofstede's *Cultural Dimensions*

At the levels of individual, organizational and national cultures
Each style has advantages and disadvantages in various situations



Globe's *Cultural Dimensions*

At the levels of individual, organizational and national cultures
Each style has advantages and disadvantages in various situations



Globe's *Cultural Dimensions*

continued



Assertiveness



Gender Egalitarianism



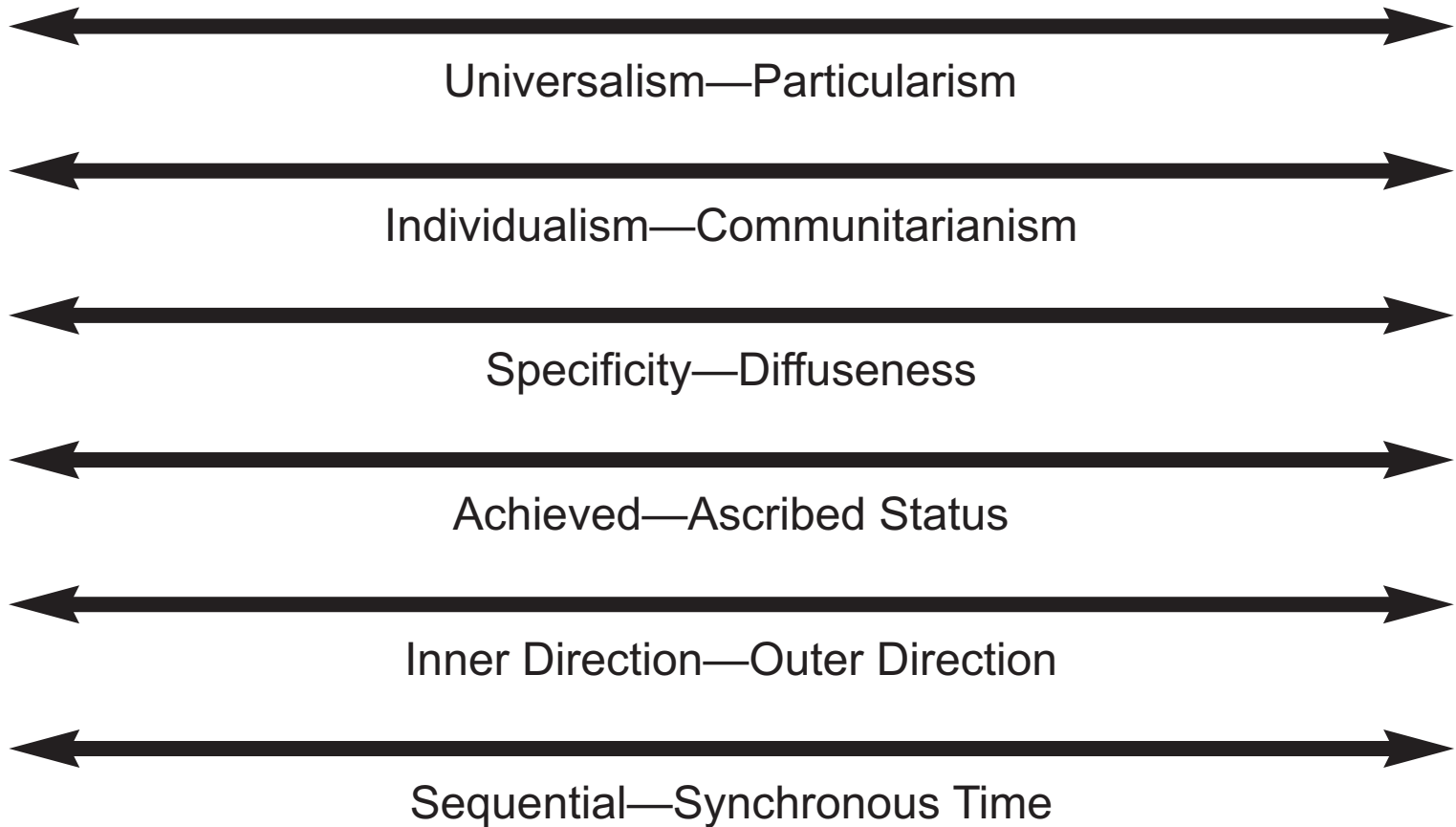
Future Orientation



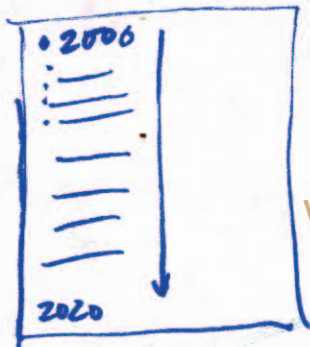
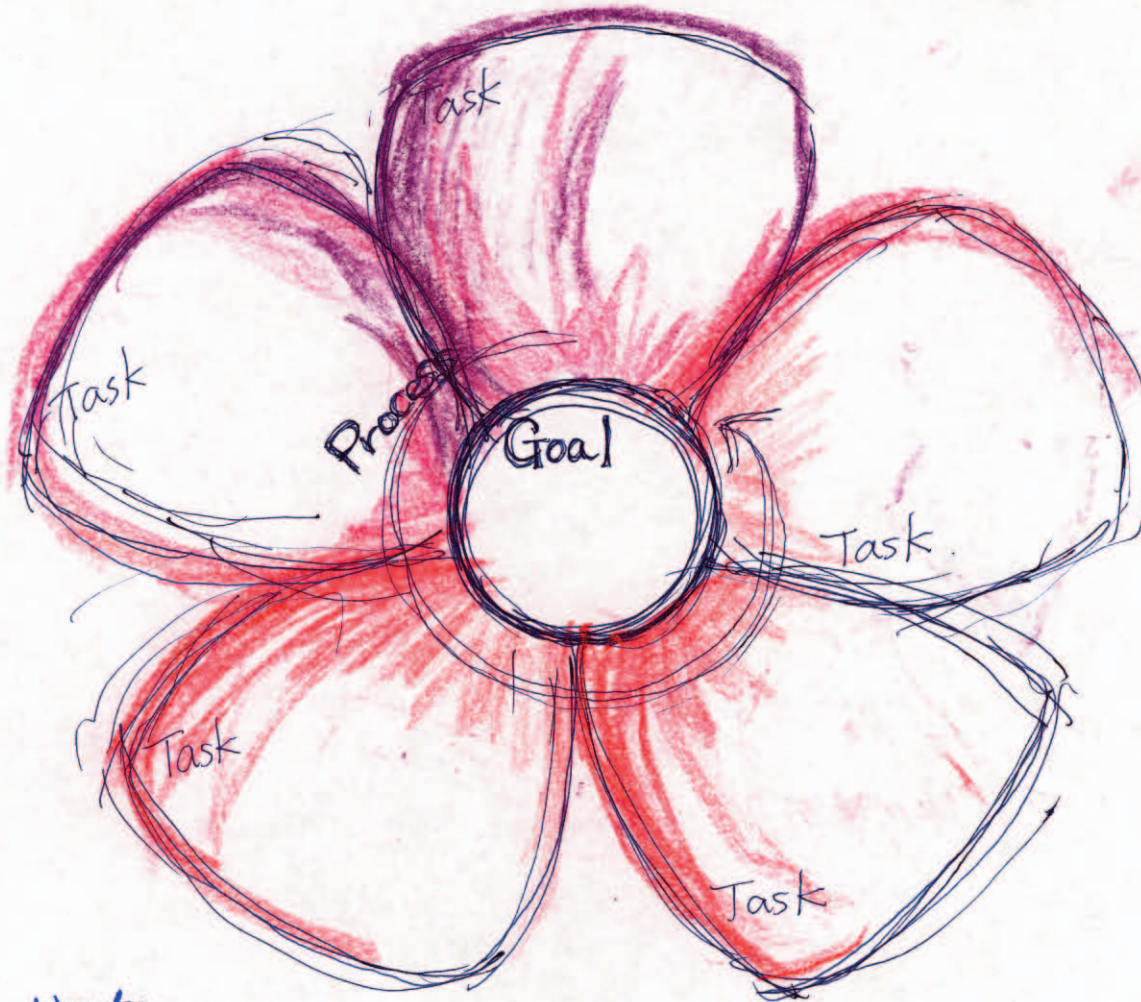
Performance Orientation

Hampden-Turner & Trompenaar's *Cultural Dilemmas*

At the levels of individual, organizational and national cultures
Each style has advantages and disadvantages in various situations



...to be completely clear



time also
shown
vertically

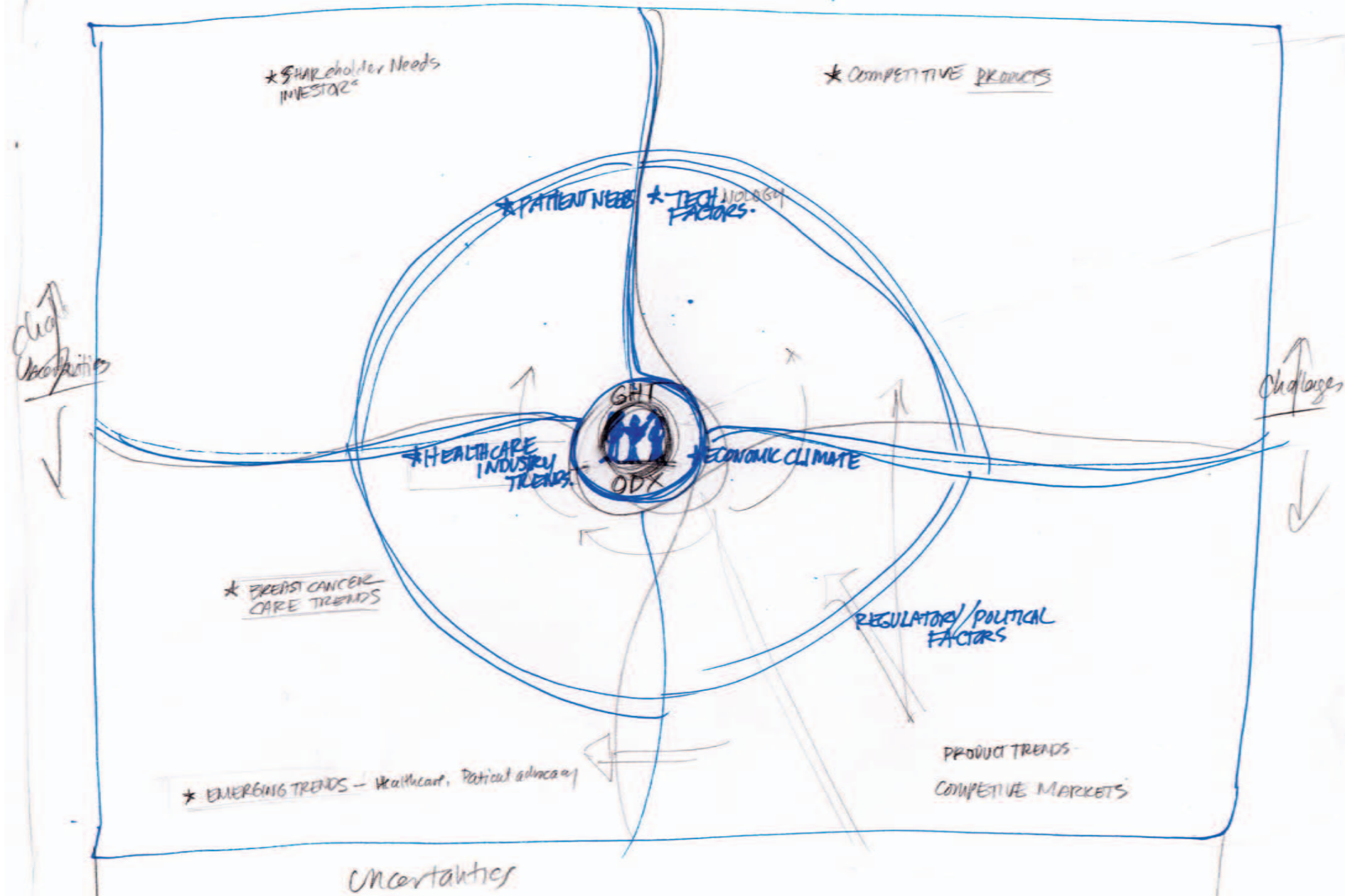
WE DON'T HAVE THE ANSWERS!

(Naho)

we have some ideas, but this is largely a work in progress
we invite you to explore together with us

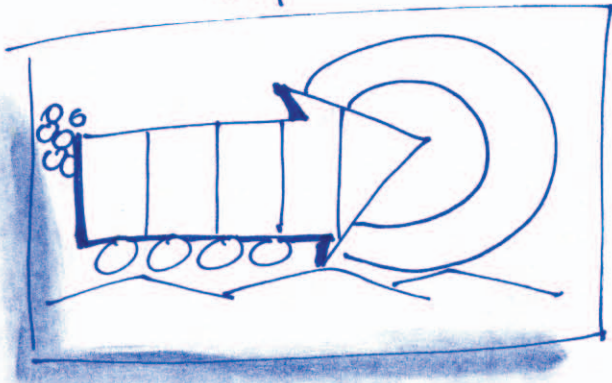


Nancy Margulies, excerpt from notes during meeting “*Culturally Sensitive Visual Facilitation*”



Example: integral map template for meeting, organic circular structure (versus linear) bringing together objective and subjective realities on the individual and the collective levels

GRAPHIC GAMEPLAN

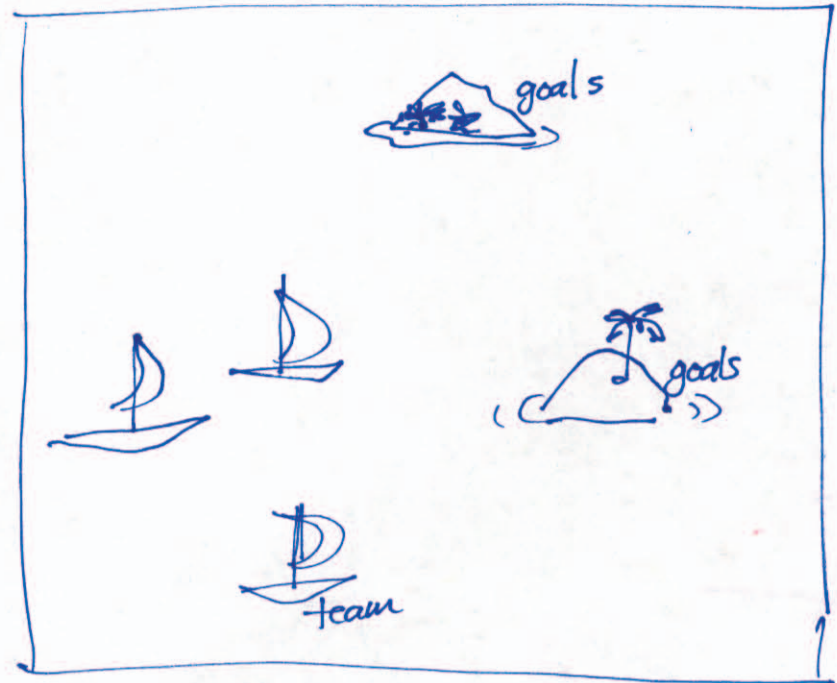
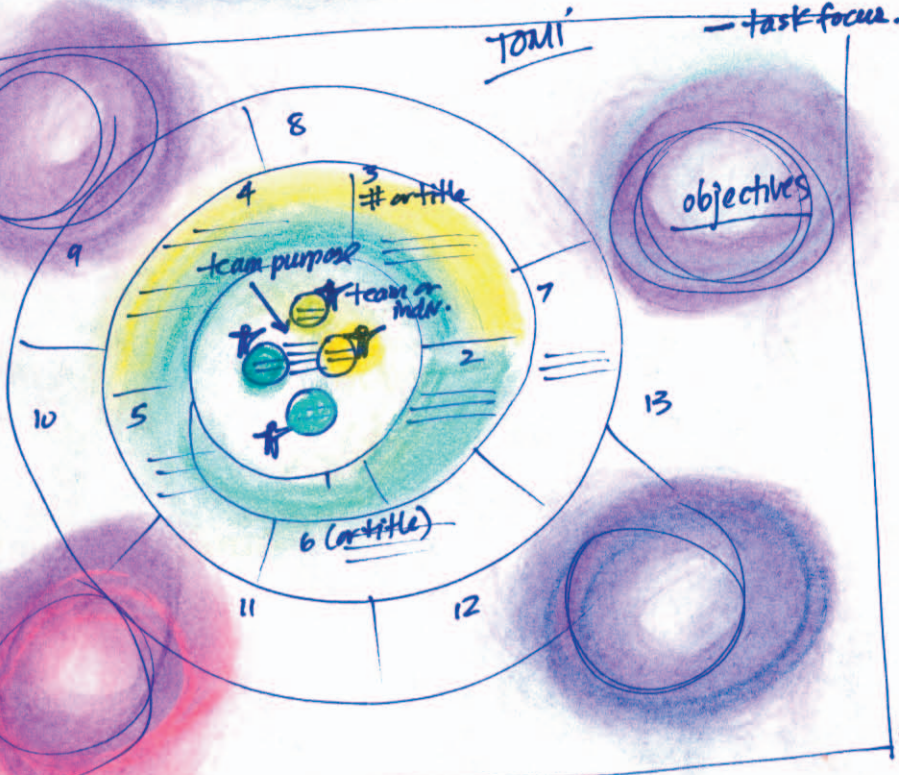


- sense of urgency
- linear
- efficient — maybe not effective, ultimately
- energetically flat — one line.
- rhythmically monotonous

Example: re-designing a linear geometric template structure (digital processing) into a template for audiences with organic holistic group orientations (analog processing)

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© 2008 Right image: Naho Iguchi



In USAGE

- emphasis on relationship
- non-linear
- shape has more flexibility — how time is perceived.

- sense of process
- feeling that the process could expand if needed (goals could move back).

- could move/skip stages in process. Short cuts... Future of orig. order + trade-offs + implications.

Inspirations for

- BECOMING MORE INCLUSIVE

by letting go of our own biases when we work with diverse groups. This requires that we know our own maps of meaning-making, that is, the structure of what makes sense to us (architecture of our biases*, also called “worldview”)

** It is a survival mechanism to develop such biases, and thus a natural outcome of being human.*

- ADAPTING TO THE GROUP

approaching it without assuming that we *know* the cultural maps of the individuals

- GROWING CAPACITY FOR MULTI-DIMENSIONAL FRAMES

keeping a variety of cultural dimensions on our minds and moving back and forth between different mindsets above and beyond our own home-base



Working Toward Social Sustainability

- You don't need to become a culture expert in each culture. Become informed about various potential meaning-making maps that are out there, and include them all.
- Become aware of your own beliefs and values. Let people you work with show you and one another who they are by involving them in activities that expose their worldview structures.
- Move from cultural competence (assumption of knowing & doing) to cultural humility (constant personal reflection & being).
- Interactions based upon cultural humility lead to social sustainability (peaceful co-existence).

Open Space...

Critical Incident #1

DIGITAL COLLECTIVES MEETING

A gathering of indigenous museum and library specialists from Kenya, Sweden, Brazil, Canada, the U.S., New Zealand and Australia who used web-based archives to foster education and cultural preservation. Several were IT professionals. Staff members from U.S. foundations, museums, libraries and universities also participated. On the second full day, after the group had become acquainted and done some groundwork, it was time to form interest/working groups. The co-facilitators suggested an Open Space process in which individuals would suggest a topic of interest and the group would self-organize around them. The group hesitated and several participants suggested something large-group oriented. One of the facilitators strongly encouraged people to try the Open Space approach. The group agreed but the process failed and the whole group eventually identified and discussed several topics. The result was an awkward period at the beginning of the last day. The meeting managed to re-gather momentum and ended on a good note.

Cultural Dilemma: Individual versus Group Orientation, possibly Task versus Relationship;
How would you solve this problem from a process perspective including visual facilitation methods?

Critical Incident #2

INTERNATIONAL ASSEMBLY OF RELIGIOUS AND POLITICAL LEADERS TO SOLVE GLOBAL PROBLEMS

A three-day gathering of 400 leaders from all over the world (consider that a majority of the global population is not Western-oriented thus may reside on the opposite end of the cultural dimensions spectrum). The process included dialoguing and problem-solving in small groups about particular situations with global impact (e.g. clean water, religious based violence, international debt of third world countries, etc...). Eventually, each individual was supposed to come up with ONE commitment of an action that they were willing to perform upon returning home. The commitment needed to be precisely communicated in writing on a prepared form and include a measurable outcome and a time frame. Since most of the participants were not Western, they had trouble with the future-pacing activity, with thinking of something they could do themselves, with bringing it down to specifics that could be measured. Many of the commitment cards collected listed very vague ideal goals that were on the level of visions of a better world, but not actionable. The sponsors of the event had demanded measurable outcomes, and thus this activity was not negotiable in spite of the expected difficulty in performing the task.

Cultural Dilemmas: Sequential versus Synchronous Time (Future Pacing individuals with a strong grounding in Past/Present), Individual versus Group Orientation, Holistic versus Linear frames, Task versus Relationship;
How would you solve this problem from a process perspective including visual facilitation methods? If you could not change the process how could you support it with visual maps that assisted future-pacing?

TABLE GROUP INSTRUCTIONS

1. Discuss the four questions and then write your responses on your flip chart.
2. On the same (or different) flip chart sketch a visual framework/template/approach you might use.
3. Write your table number and (assigned) critical incident on all flip charts you create.
4. Share your thoughts with one other table (to be assigned).
5. Post all your flip charts for a gallery walk.