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| Where does culture come from?  Culture is a product of:   * Family religion * Society * Education * Customs and beliefs   Culture is manifested in behaviours, thinking and communication. | Hofstede’s Six Dimensions of Culture  **Power Distance**  This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people.  **Individualism**  This dimension measures the degree to which a society invests in the individual over the collective. A society’s position on this dimension is reflected in whether people’s self-image is defined in terms of “I” or “we.”  **Masculinity**  Masculinity focuses on the degree the society reinforces the traditional masculine work role model of male achievement, control and power. Femininity refers to the distribution of roles between the genders.  **Uncertainty Avoidance**  The Uncertainty Avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity.  **Long Term Orientation**  A high long-term orientation ranking indicates the country prescribes to the value of long-term commitments and respect for tradition. This is thought to support a strong work ethic, where long-term rewards are expected as a result of today’s hard work.  **Indulgence**  A higher score means the society is more likely to seek gratification of basic human needs – having fun. Lower scores mean the society will show more restraint and frown upon such behaviour. |
| Meyer’s Cultural Mapping Tool  Makes use of eight scales:  **Communicating** – Are they low-context (simple, verbose and clear), or high-context (rich, deep meaning in interactions)?  **Evaluating** – When giving negative feedback, does one give it directly or prefer being indirect and discreet?  **Leading –** Are people in groups egalitarian or do they prefer hierarchy?  **Deciding** – Are decisions made in consensus or made top-down?  **Trusting** – Do people base trust on how well they know each other or how well they work together?  **Disagreeing** – Are disagreements tackled directly or do people prefer to avoid confrontations?  **Scheduling** – Do they perceive time as absolute linear points or consider it a flexible range?  **Persuading** – Do they like to hear specific cases and examples or prefer holistic detailed explanations? |
| Cultural Competence  The International Profiler Tool’s cultural competencies: | Fundamentals of cultural competence  **Cultivate a healthy *curiosity***  Having a genuine curiosity means taking the time to learn about different cultures. One such source is the Cultural Atlas developed by Australia’s multicultural broadcaster SBS.  **Use *open-ended* questions in conversation**  Open-ended questions require the responder to pause, think and reflect on their answer. When asked appropriately, they increase the level of understanding between people.  Open-ended questions usually start with:   * Why… * How… * What if…   **Beware of *assumptions***  Assumptions leave no room for the diversity of thinking and behaviour that exist in every culture and lead to a narrow view of the world.  **Start with *respect***  The common starting point for any dialog between different cultures must be mutual respect and a belief in common humanity. |