Cultural Mindset©

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Definition of Culture

Set of beliefs and values shared by members of a group that leads to certain patterns of behavior.

The mental programming and mental software shared by group members.
Characteristics of Culture

- Shared by group members
- Transferred from one member to another
- Affects thinking and behavior
- Stable and dynamic
The Cultural Iceberg

Surface Culture

Visibility Line

Shallow Culture

Deep Culture

Behaviors
Stated norms
Customs
Buildings

Language
Policies
Rituals

Attitudes
Roles
Expectations
Perceptions

Core values
Deep assumptions
Culture as Meta-Context

Culture “Just Is” (CJI)
Why it Matters

Understanding culture helps personal, managerial and organizational success

- Culture creates differences among people and groups
  - Culture influences:
    - How we think
    - What we feel
    - How we behave
Culture and the Individual

Values

Behaviors

Culture

Beliefs

Attitudes
Key Cultural Dimensions

- Relationship with people (individual or collective)
- Communication style (verbal and non-verbal)
- Hierarchy or equality
- Being or doing
- Sense of time
- Reason or emotion
- Use of space
- View of people and nature
- Performance orientation
The Three Levels of Culture

- National Culture
- Group Culture
- Organizational Culture
Types of mindset

- **Parochial**: See the world only through your own cultural lens. You do not see or recognize other views and other cultures.

- **Ethnocentric**: Recognize differences but see your own culture as superior to others.

- **Plural**: Accept presence of many cultures.

- **Multicultural**: Value cultural diversity.
Diversity in the U.S. Population

Diversity in California

- 50.3% female
- 13.3% over 65
- 38% White only – non Hispanic
- 38.8% Hispanic or Latino only
- 6.5% African American only
- 14.7% Asian only
- 1.7% Native American only
- 27% Foreign-born
- 6.7% under 65 with disability

July 2015 estimates US Census
https://www.census.gov/quickfacts/table/PST045215/06
Dimensions of Diversity

Primary Dimensions:
- Gender
- Ethnicity
- Disability
- Race
- Sexual Orientation
- Age

Secondary Dimensions:
- Occupation
- Socio-economic background
- Marital Status
- Income
- Education
- Religion
- Other group memberships
The Cultural Mindset

Cognition
- Self-awareness of your own culture
- Curiosity about, and awareness and knowledge of others’ culture
- Including culture in thinking and problem solving
- Adopting multiple cultural lenses

Behavior
- Self-presentation
- Verbal and non-verbal cues
- Interpersonal interactions
- Address cultural issues

Skills
- Interpersonal skills
- Communication skills
- Language competencies
What is a Cultural Mindset?
It’s a State of Mind

- Aware of your own culture
- Aware of the limits of our abilities
- Open to and aware of other cultures
- Appreciate and respect cultural diversity
- Willing to learn and expand
- See yourself as part of the world
- Use culture as one of the bases for understanding problems and decision making
What is a Cultural Mindset?

It’s Behavior

✓ Inquisitive about how others do things
✓ Willing to share and exchange cultural information
✓ Proactive in addressing cultural situations
✓ Skilled in interacting with those from different cultures
✓ Sort through cultural differences and find opportunities to innovate
Cultural mindset is made - not “born”

- Seek out cultural experiences
- Learn about specific other cultures
- Ask questions
- Learn languages
- Share cultural experiences
- Education and training
Becoming a Multi-Cultural Organization

- Accountability
- Recruiting
- Organizational Culture
- Similar Role-Models
- Education & Training
- Research and measurement

Culturally-Minded Leader
What Does a Multi-Cultural Organization Look Like?

- Absence of institutional bias in HR and management practices
- Minimal culture-related inter-group conflict
- A culture that fosters and values differences
- Presence of diverse people at all levels
- Pluralism as a key socialization process
- Full integration of informal networks
What can the leader do?

- Walk the talk
- Focus on common vision and purpose
- Celebrate all cultures
- Emphasize learning and challenging existing assumptions
- Equalize power
- Provide team training to improve interpersonal trust
- Provide the soft tools”: vision and purpose
- Allow others to develop the hard tools: strategy, structure, systems
Culture as Meta-Context

Culture “Just Is” (CJI)