

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

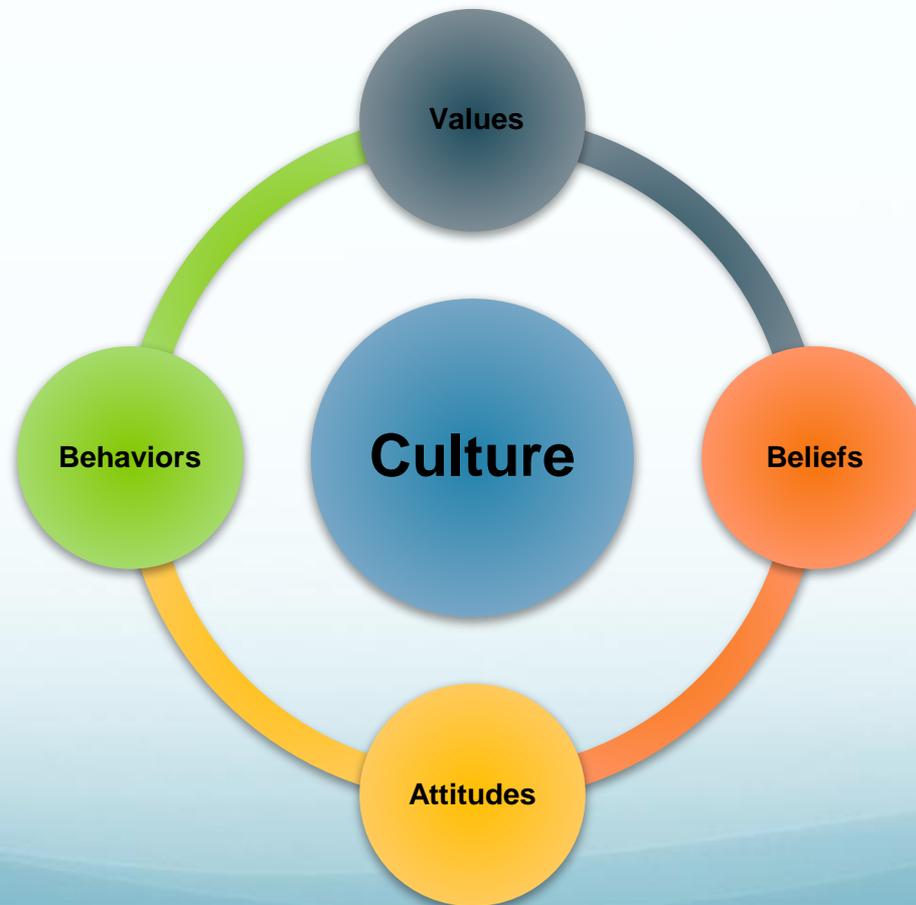
Culture “Just Is” (CJI)

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



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

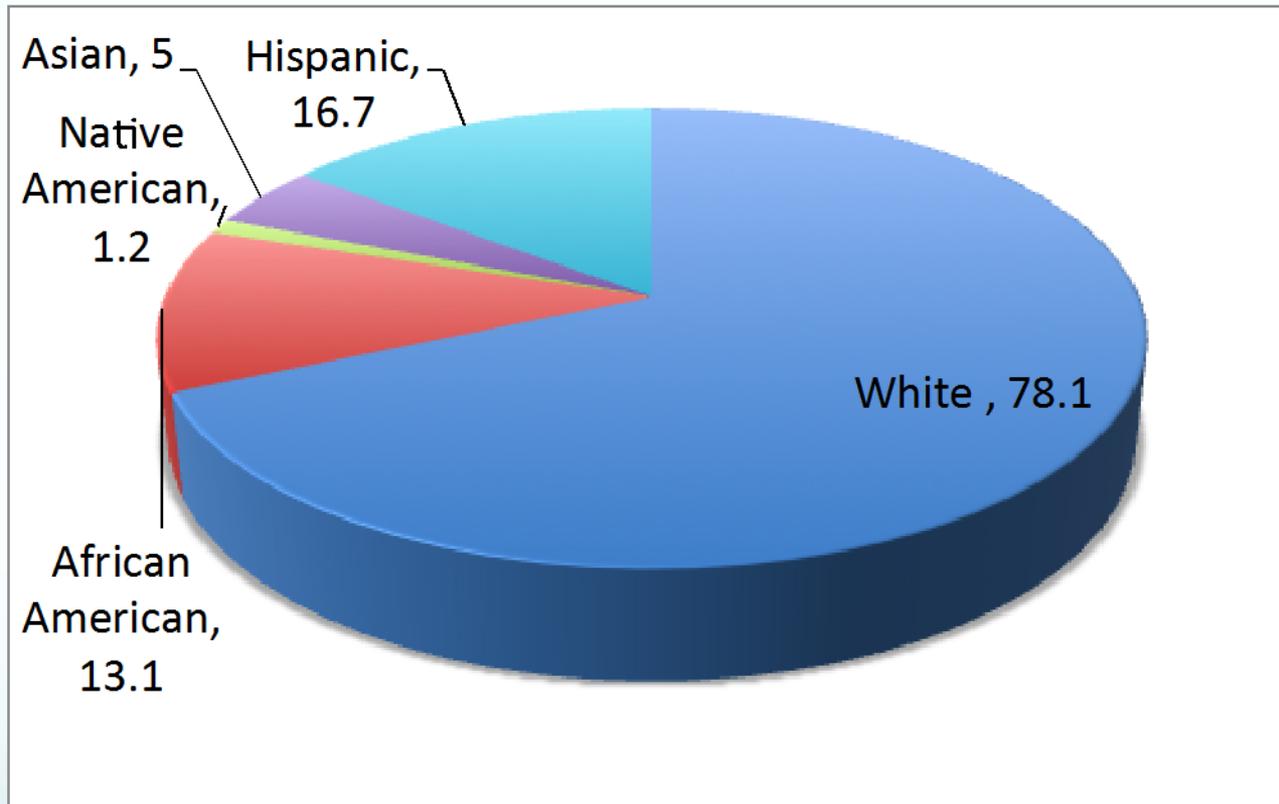
The Three Levels of Culture



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



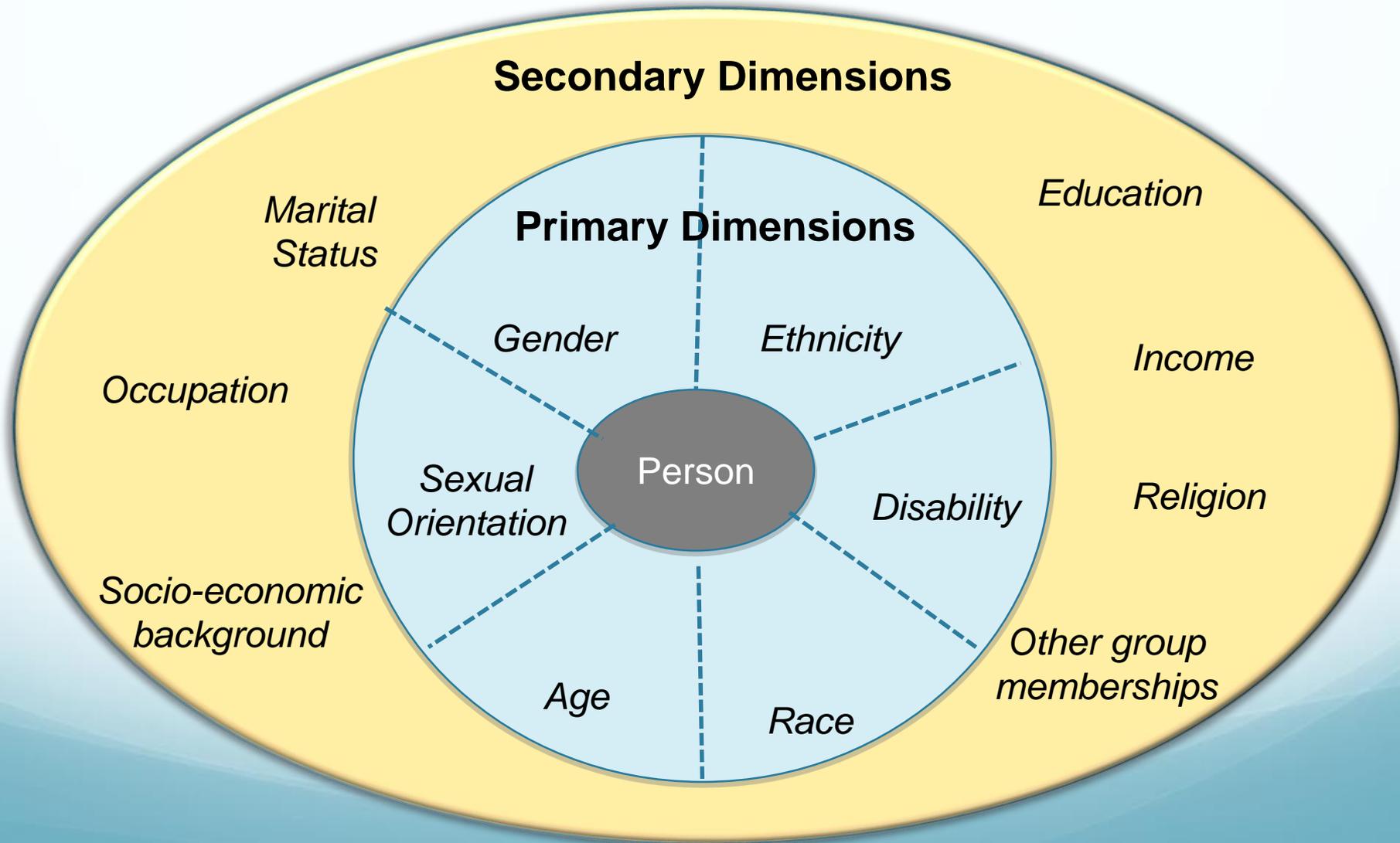
Diversity in California

- 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



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



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

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