

The City of San Diego Nonprofit Academy

Workshop

Leading Across Cultures: Integrating cultural competency and sensitivity

Antonio Jimenez-Luque, PhD

ajimenezluque@sandiego.edu

**Carla Penha Vasconcelos,
PhD Candidate**

carlavascon@gmail.com

Agenda

Introductions

Activity

Assumptions & Stereotypes

Culture

Activity

Identity

Diversity & Leadership

Activity

A father and son get in a car crash and are rushed to the hospital. The father dies. The boy is taken to the operating room and the surgeon says, "I can't operate on this boy, because he's my son."

How is this possible?

First Thoughts

Look at each of the words below and write down the first two or three adjectives which come to mind (your thoughts or traditional ideas). Positive or negative, just write down your first thoughts.

Disabled

New Yorkers

Californians

Elderly

Women

Whites

American Indians

Gays

African American

Men

Police Officers

Nonprofit people

Assumptions

“A thing that is accepted as true or as certain to happen, without proof” (Oxford Dictionary).

Stereotypes

“A widely held but fixed and oversimplified image or idea of a particular type of person or thing” (Oxford Dictionary).

Culture


According to Hofstede, Hofstede, and Minkov (2010), "culture consists of the unwritten rules of the **social** game. It is the **collective** programming of the mind that distinguishes the members of one group or category of people from others."



According to Trice and Beyer (1993), cultures are “The **collective** phenomena that embody people’s responses to the **uncertainties and chaos** that are inevitable in human experience.

These responses fall into two major categories:

- The first is the **substance** of a culture – shared, emotionally charged belief systems that we call ideologies.
- The second is **cultural forms** – observable entities, including actions, through which members of a culture express, affirm, and communicate the substance of their culture to one another”.

An iceberg floating in the ocean, used as a metaphor for organizational culture. The tip of the iceberg is above the water line, representing visible artifacts. The much larger part of the iceberg is submerged below the water line, representing espoused beliefs and values, and basic underlying assumptions.

Artifacts

Visible structures and processes
Observable behaviours
e.g. Symbols, Slogans, Published list of values

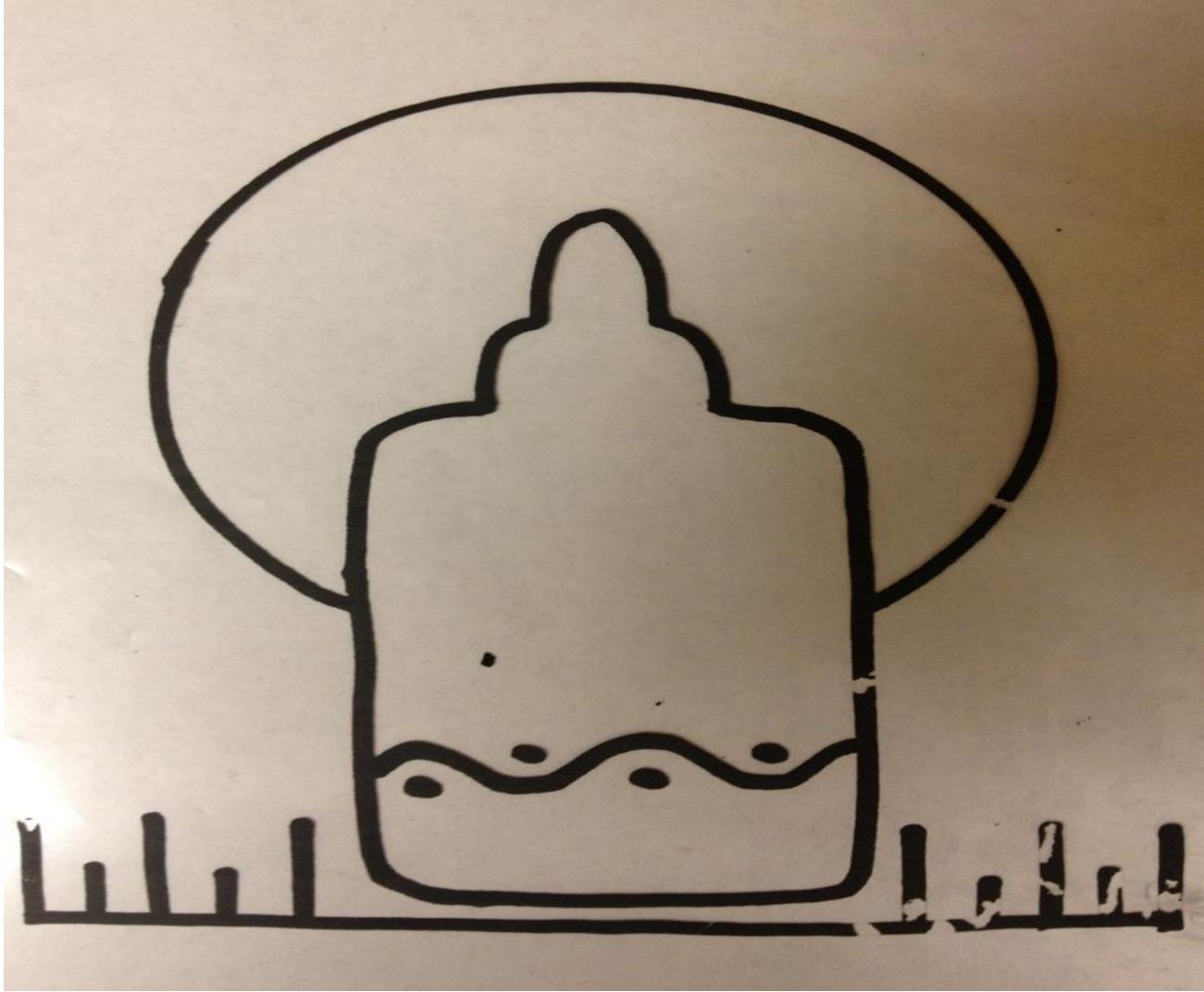
**Espoused Beliefs
and Values**

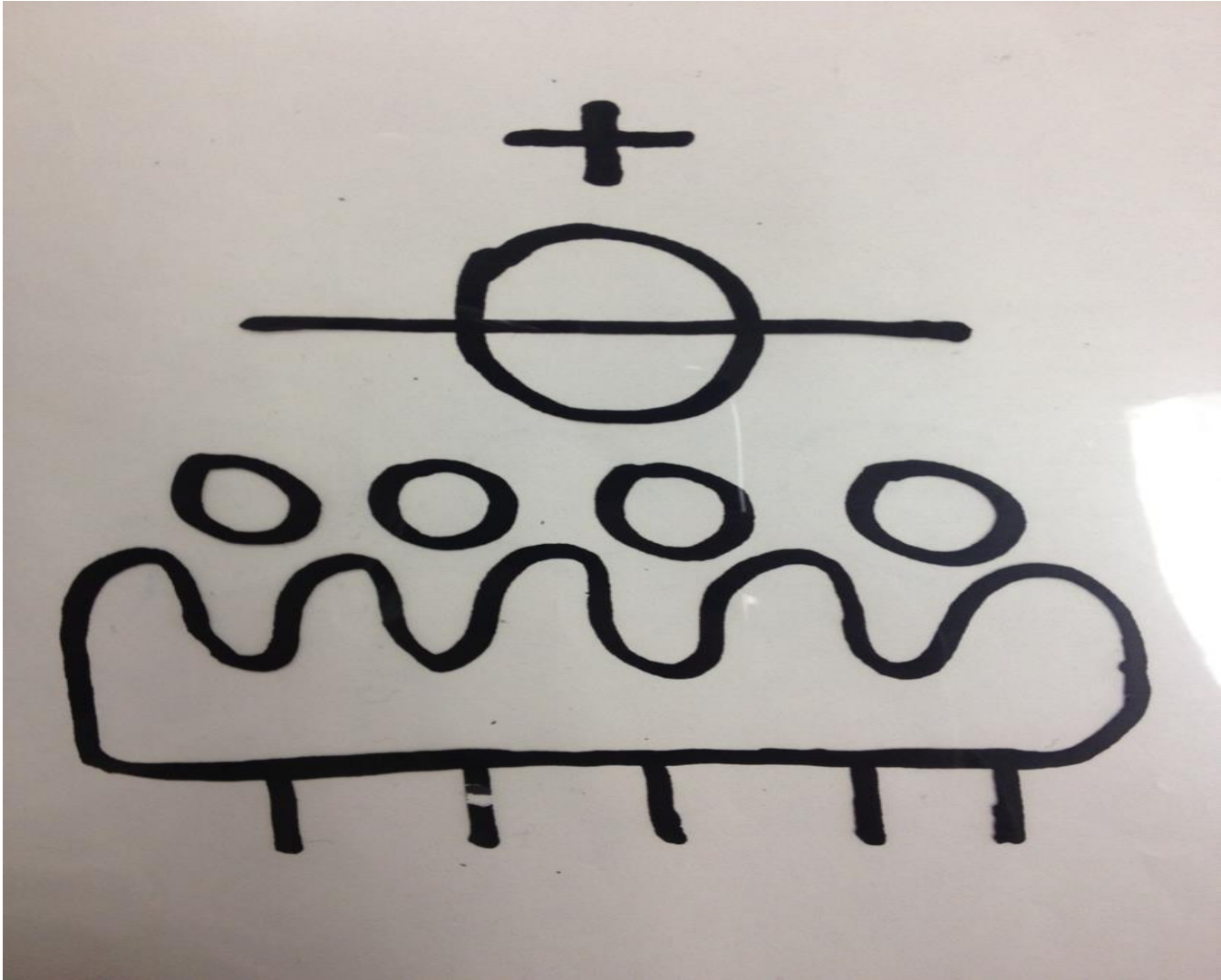
Ideologies, Goals, Aspirations
May not be consistent with "Published Values"
Validated by shared experience

**Basic Underlying
Assumptions**

Unconscious, taken-for-granted beliefs and values
Determines perceptions and behaviours

Activity





Identity

“The fact of being who or what a person or thing is”.

“The characteristics determining who or what a person or thing is”
(Oxford dictionary).

Cultural identity

“The definition of groups or individuals **(by themselves or others)** in terms of cultural or subcultural categories (including ethnicity, nationality, language, religion, and gender). In stereotyping, this is framed in terms of difference or otherness.”

Leaders taking distance and perspective

For leaders it is very important to have a **pluricultural** look that allows us to be separated from our culture to both be critical with our own culture, and understand better the others.

To take distance and perspective is always good for the self critique and the critique:

Montesquieu (1721), 'Lettres Persanes', or José Cadalso (1789), 'Cartas Marruecas';

Kojin Karatani (2003), 'Transcritique'.

Multiculturalism vs Interculturality

The background of the slide is white with abstract, overlapping geometric shapes in various shades of blue (light blue, medium blue, and dark blue) on the right side, creating a modern, dynamic feel.





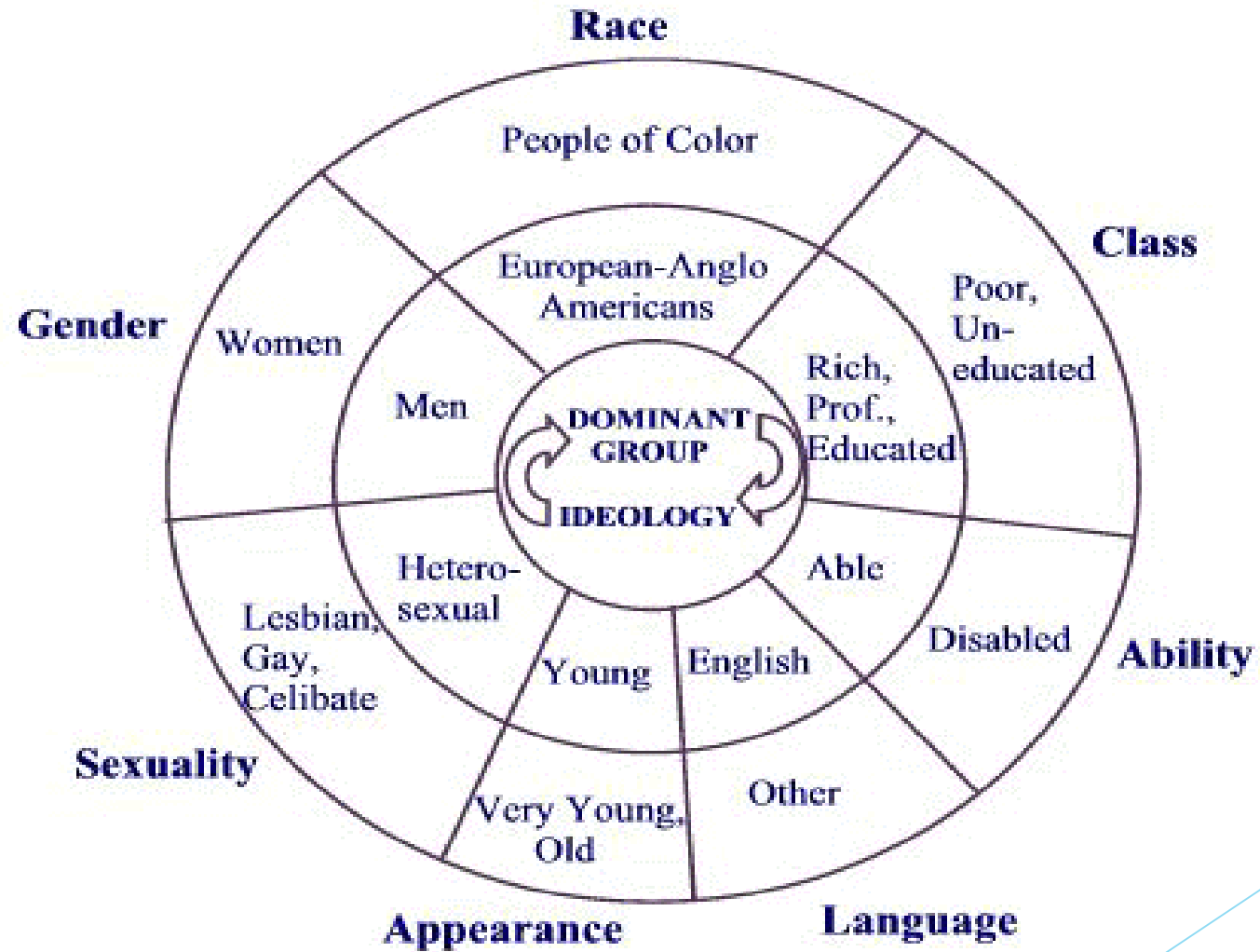
Symbolic Power, culture and identity

Bourdieu (1977; 1990b) combined power and identity, arguing that today there is a struggle for social recognition as a type of power he called symbolic power.

This is a struggle “to win everything which, in the social world, is of the order of belief, credit and discredit, perception and appreciation, knowledge and recognition – name, renown, prestige, honor, glory, authority, everything which constitutes symbolic power as recognized power” (Bourdieu, 1984).

Symbolic power and *casta* system







SORRY, YOU
ARE SIMPLY NOT THE
RIGHT MAN FOR
THE JOB.



How do we create and develop these

Artifacts

Espoused values and beliefs

Basic underlying assumptions ?

It is a combination of agency and structure !!



Agency

“A thing or person that acts to produce a particular result” (Oxford dictionary).

“Individuals are equipped with the ability to understand and control their own actions, regardless of the circumstances of their lives: Usually termed ‘intentionality’ and ‘individuality’” (Webb, Schirato & Danaher).

“The possibilities of agency must be understood and contextualized in terms of their relation to the objective structures of a culture” (Bourdieu).

Structures

“A structure is a set of patterned arrangements that are repeated. Hence, a social structure can be defined as an arrangement situated in any geographical space that influences or limits the choices and opportunities available to individuals” (Barker, 2005)

“The social world is organized according to structures - rules, systems and forms – and these make meaning possible” (Webb et al.)

“Structural properties of social systems are mediums that influence the outcome of practices that constitute social systems (Giddens).

International vs Global



Diversity and leadership

Changing demographics are fostering an examination of how leadership theories intersect with dimensions of diversity.

A broader set of themes is emerging as the world becomes more globally interconnected and leadership researchers themselves represent a wider range of nationalities and ethnicities.

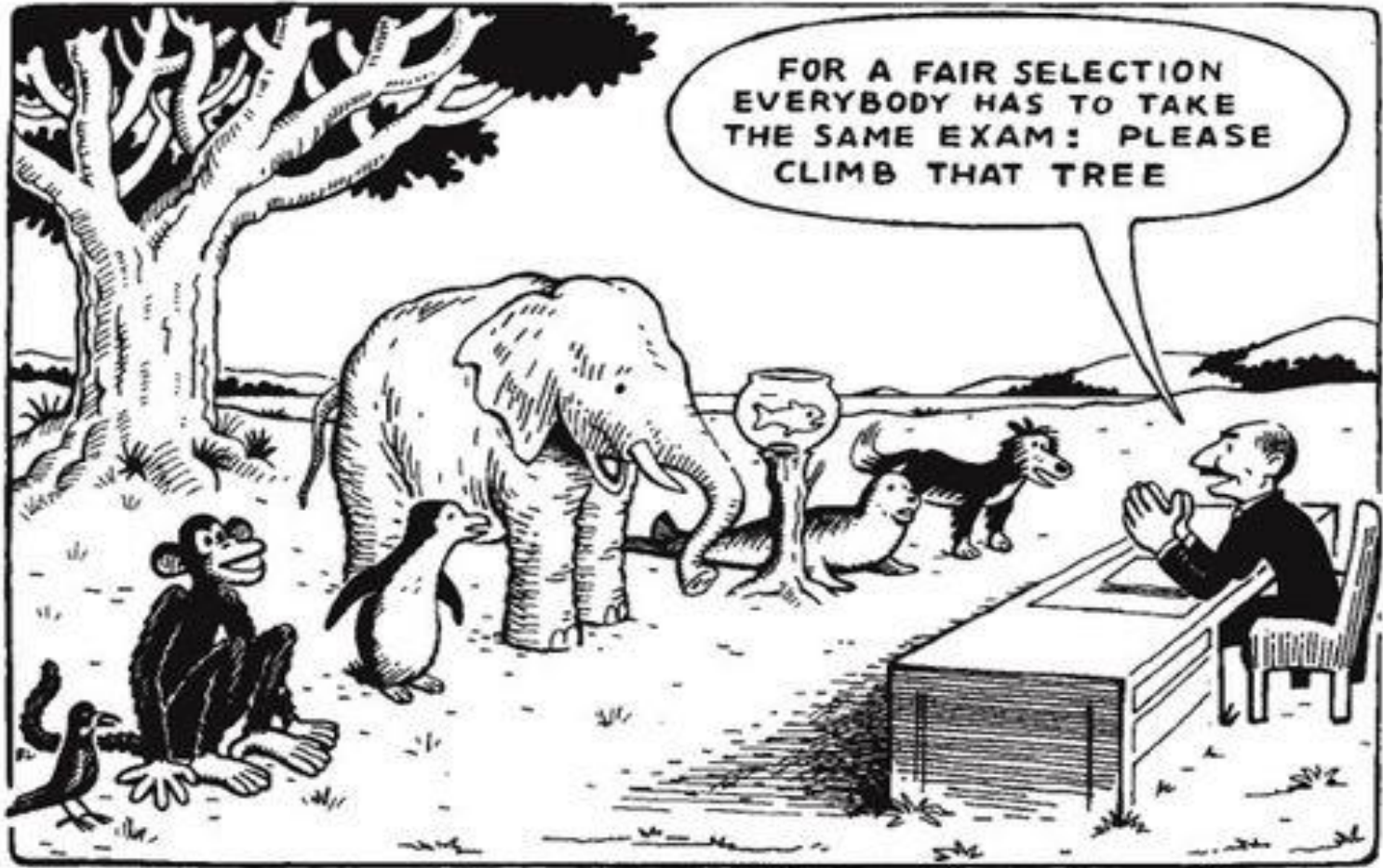
According to Ivancevich and Gilbert (2000), since after WWII there have been two predominant viewpoints about the cultural integration of diverse populations in the US:

- (1) The idea of a 'melting pot' where different cultures blend together and assimilate into a common national culture;
- (2) The concept of multicultural society as a 'tossed salad' where each culture retains its cultural characteristics and coexists with the others.

Leaders need to take into account:
Multiple dimensions of individual identities and contexts;
Organizational cultures and subcultures
Relations between leaders and a wide range of followers.

Also, they must consider that:
Organizational values;
Visions for transformational change;
and Ethical principles;

All of them reflect cultural values.



Diversity and the leadership challenge

Therefore, the challenge would be the articulation of equality and difference policies because “we have the right to be equal whenever difference diminishes us; we have the right to be different whenever equality decharacterizes us”
(Santos, 2006).