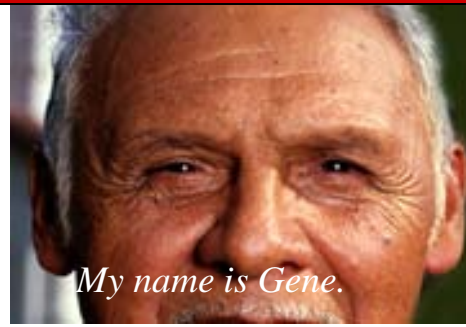




My name is Jin.



My name is Jean.



My name is Gene.



My name is Jeanne.

Do you know me?

Cross-Cultural Communication and Conflict Resolution



Presented by:

David B. Hunt, J.D.

President and CEO

Presentation Overview –

- Know/Don't Know Model
- Three Key Demographic Trends
- Cultural Competence Model
- Understanding Core Cross-Cultural Differences
- Intercultural Conflict Style Assessment
- Resolving Cross-Cultural Conflict Using the 3R Model

Three Key Demographic Trends

Three Demographic Megatrends

- Race and Ethnicity
- Immigration Numbers and Patterns
- New Cultural Influences

Changing Demographics – United States



- Between now and the year 2050, almost 90% of U.S. population growth will come from Asian Americans, African-Americans and Hispanic-Americans.
- Today, people of color are already a majority in 48 of the nation's 100 largest cities.
- Today, five states have "minority majorities." They include: California, Hawaii, New Mexico, Texas and Florida.
- Five other states: Maryland, Mississippi, Georgia, New York and Arizona have non-white populations around 40%.

Source: "The Emerging Minority Marketplace: Minority Population Growth 1995-2050." U.S. Census Bureau September 21, 1999.

Minnesota: Dynamic Growth Seen in State's Ethnic Populations



- Minnesota is one of the least racially diverse states in the U.S. (13% of Color vs. 32% nationally). However....
- Minnesota's Black population is growing five times faster than the nation's population. Star Tribune, September 12, 2007 at B1.
- Minnesota is regarded as a "hypergrowth" area for the Hispanic population.
- Since the 2000 Census, the percentage increase for people of color in Minnesota has been roughly four times that of whites. StarTribune, September 30, 2004 at A14.
- 80% of future state population growth will come from communities of color.

Trends in U.S. Immigration

- 1 of 10 global citizens today is a migrant.
- Immigration to the U.S. has tripled in the last 30 years.
- During the 1990s, the U.S. received over 13 million immigrants – the largest number in our nation’s history.
- We broke even that mark during the last decade.
- Significantly, most immigrants today no longer come from Western European nations with whom we have the most in common historically....

The Changing Face of Minnesota - Immigration



- Minnesota ranks in the middle of U.S. states (18th) with regard to numbers of new immigrants.
- But Minnesota leads the nation in secondary migration.
- Minnesota has the nation's largest Urban Hmong, Native American, Somali, Ethiopian and Tibetan populations.
- Minnesota also has the highest percentage of refugees of any state in the U.S. (30% of Minnesota immigrants are refugees vs. 10% nationally.)
- Twin Cities population increased 8.3 percent between 2000 and 2008. Largely, this was due to a 34 percent jump in the number of foreign-born immigrants – a rate nearly one-third greater than the rest of the U.S. Source: StarTribune, May 9, 2010 at p.A9.

Immigrants' Top Countries of Origin - 2009



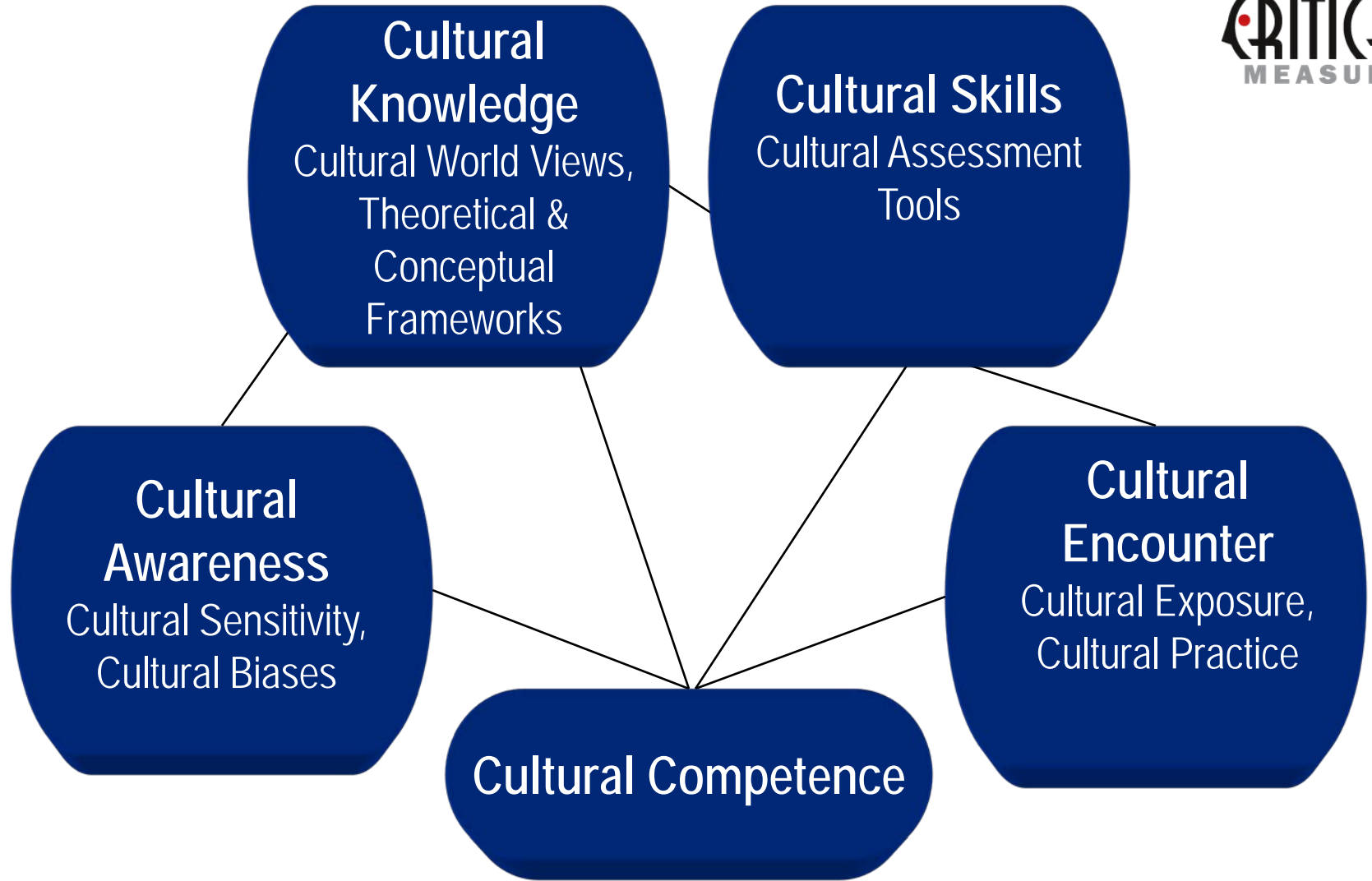
<u>Minnesota*</u>	<u>United States</u>
1. Somalia	1. Mexico
2. Ethiopia	2. China
3. Kenya	3. Philippines
4. Liberia	4. India
5. Mexico	5. Dominican Republic
6. Burma	6. Cuba
7. India	7. Vietnam
8. Thailand	8. Columbia
9. China	9. South Korea
10. Vietnam	10. Haiti

Source: U.S. Department of Homeland Security, Star Tribune, 5-16-2010

Immigrants Bring New Cultural Influences

- Religion: Islam is now the fastest growing religion in the U.S.
- Language: 18.7 percent of Americans 5 years old and older speak a language other than English at home, with nearly half of those claiming to speak English less than "very well."
- America is now more linguistically diverse than Western Europe.
- 43% of California's population now speaks a language other than English at home. MN = 10%, TC = 14%.

Understanding Cultural Differences



Culturally Competent Leaders

Awareness: New Research re: Bias



1. In the past, bias was regarded as aberrant, conscious and intentional.
2. Today, we understand that bias is normative, unconscious and largely unintentional.
3. Social Cognition Theory establishes that mental categories and personal experiences become “hard-wired” into cognitive functioning.
4. As a result, human biases can be seen as evolutionarily adaptive behaviors.

What Activates Our Biases?

Our biases are most likely to be activated by four key conditions. They are:

- stress
- time constraints
- multi-tasking
- need for closure

Project Implicit®



<https://implicit.harvard.edu>

Demonstration

The demonstration site for the Implicit Association Test. Click this button to learn more about implicit associations and try out some sample tasks. Or, go directly to the featured task:

[Presidential Candidates IAT](#).



[中文](#) (China), [Deutsch](#) (Germany), [English](#) (Australia, Canada, India, South Africa, U.K.), [Español](#) (Mexico),

[Français](#) (Canada, France, Switzerland), [Magyar](#) (Hungary), [עברית](#) (Israel), [Italiano](#) (Italy), [日本語](#) (Japan), [한국어](#) (South Korea), [Nederlands](#) (Netherlands), [Norwegian](#) (Norway), [Polski](#) (Poland), [Português](#) (Portugal), [Română](#) (Romania), [Svenska](#) (Sweden), [Türkçe](#) (Turkey)

[Project Implicit Information Site](#)

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Select a Test

Skin-tone IAT

Skin-tone ('Light Skin - Dark Skin' IAT). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

Weight IAT

Weight ('Fat - Thin' IAT). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin people relative to fat people.

Asian IAT

Asian American ('Asian - European American' IAT). This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or Foreign in origin.

Arab-Muslim IAT

Arab-Muslim ('Arab Muslim - Other People' IAT). This IAT requires the ability to distinguish names that are likely to belong to Arab-Muslims versus people of other nationalities or religions.

Native IAT

Native American ('Native - White American' IAT). This IAT requires the ability to recognize White and Native American faces in either classic or modern dress, and the names of places that are either American or Foreign in origin.

Weapons IAT

Weapons ('Weapons - Harmless Objects' IAT). This IAT requires the ability to recognize White and Black faces, and images of weapons or harmless objects.

Presidents IAT

Presidents ('Presidential Popularity' IAT). This IAT requires the ability to recognize photos of George W. Bush and one or more previous presidents.

Gender-Science IAT

Gender - Science. This IAT often reveals a relative link between liberal arts and females and between science and males.

Age IAT

Age ('Young - Old' IAT). This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.

Gender-Career IAT

Gender - Career. This IAT often reveals a relative link between family and females and between career and males.

Religion IAT

Religion ('Judaism - Other Religions' IAT). This IAT requires the ability to recognize religious symbols from various world religions, especially Judaism.

Disability IAT

Disability ('Disabled - Abled' IAT). This IAT requires the ability to recognize symbols representing abled and disabled individuals.

Race IAT

Race ('Black - White' IAT). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.

Sexuality IAT

Sexuality ('Gay - Straight' IAT). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Candidates IAT

2008 Presidential Primaries Candidates IAT. This IAT requires the ability to recognize the faces of presidential candidates from the democratic and republican parties who are participating in the primaries.

Four Types of Human Behavior



- Biological – Small percentage. Example: 25% of hostage takers are paranoid schizophrenics.
- Situational – Most behavior is situational – based on our sensory perceptions of the social world. Key feature is that situational behavior is not patterned.
- Personality – Patterned behaviors that constitute idiosyncratic learned responses to our environment. Example: Myers/Briggs Indicators.
- Cultural – Ways of experiencing the world and acting in it are learned from the groups to which we belong. Patterns are shared within a group.

Stereotype vs. Archetype

- Stereotype – generalizations made about a group by outsiders to the group.
- Archetype – generalizations made about a group by insiders to that group.

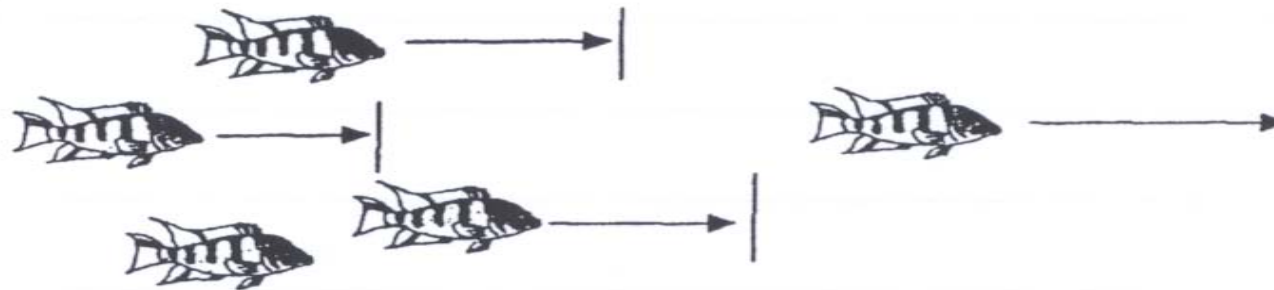
Ten Core Cross-Cultural Issues



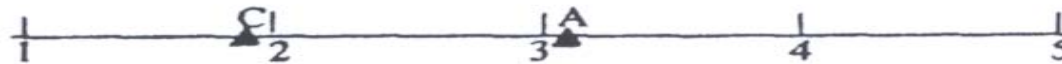
1. Orientation: Individualistic vs. Collectivistic
2. Status: Achieved vs. Ascribed
3. Focus: Task vs. Relationship (Univ. Rules vs. Partic.)
4. Communication: High Context vs. Low Context
5. Time: Clock Time vs. Cyclical Time
6. Mental Processes: Linear vs. Lateral
7. Affect: Neutral vs. Emotional
8. Conflict Style: Harmony vs. Confrontation
9. Locus of Control: Internal vs. External (Fate)
10. Power: Egalitarian vs. Hierarchical

Figure 2

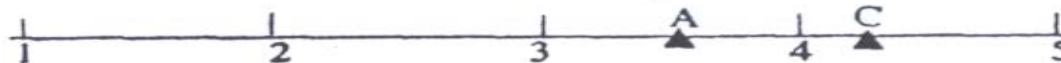
A Display Adapted From Morris, Nisbett, and Peng (1995)



INTERNAL FORCE



EXTERNAL FORCE



Note. Points A and C mark the mean American and Chinese ratings, respectively, on the internal and external attribution scales. From "Causal Attribution Across Domains and Cultures," by M. W. Morris, R. E. Nisbett, and K. Peng, 1995, in D. Sperber, D. Premack, and A. J. Premack, *Causal Cognition: A Multidisciplinary Debate* (pp. 577-612), Oxford, England: Clarendon Press. Copyright 1995 by Clarendon Press. Adapted with permission.

Managing Intercultural Conflict

Definition of Conflict:

- Interaction
- Of interdependent people
- Who perceive incompatible goals and
- Interference from each other in achieving those goals

Intercultural Conflict Style:

- A group's preferred manner for dealing with substantive disagreements and communicating emotion during conflict.
- Conflict style differences are central in escalating conflict because they act as an "accelerator."
- Conflict style is learned during socialization in our primary cultural community and modified via contact with other cultural communities.

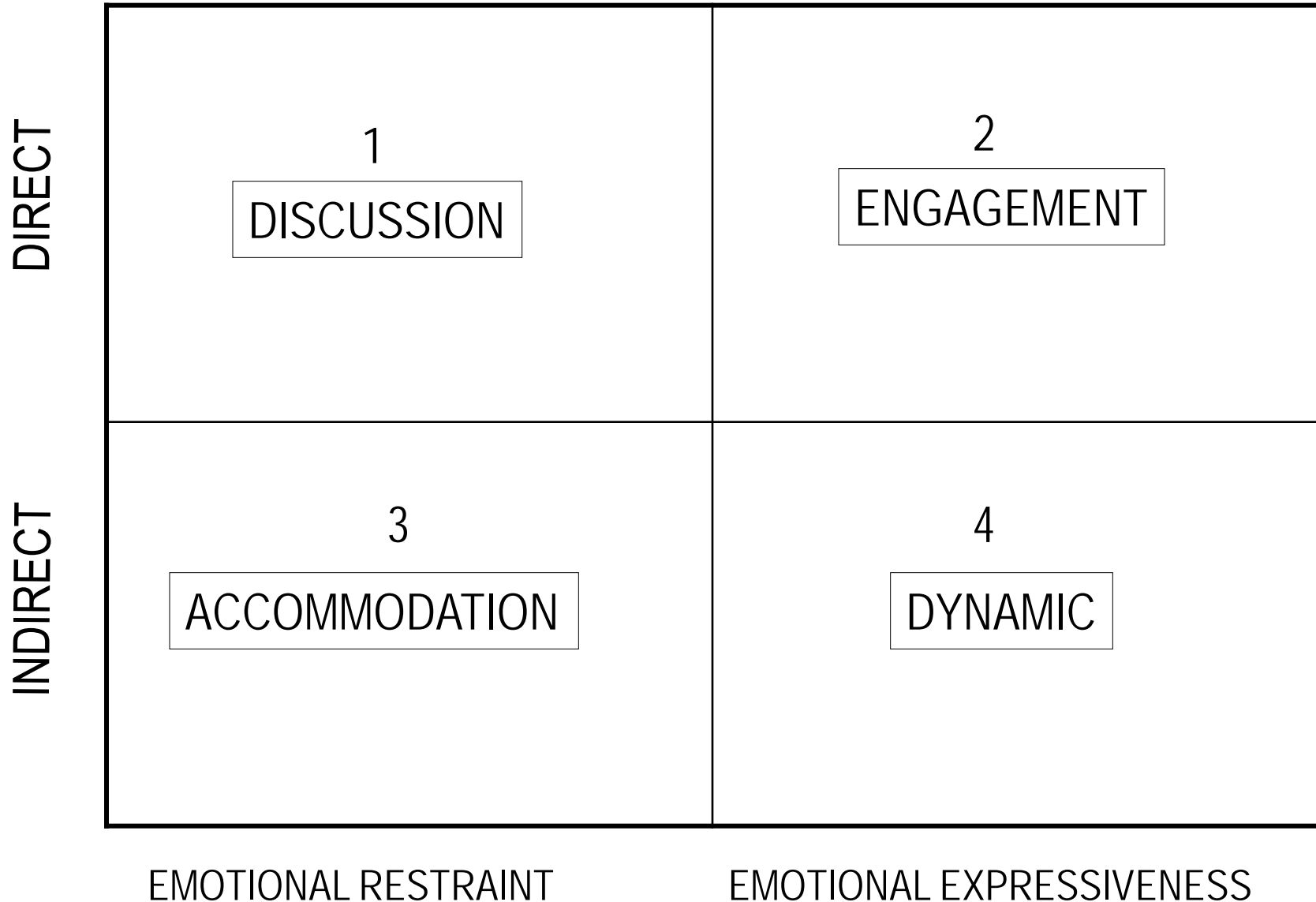
Key Points About Conflict

- Conflict is common.
- Present in a range of social situations.
- Involves substantive disagreements and emotions.
- People's approach to resolving conflicts is both culturally grounded and patterned.
- Conflict is heightened under heightened levels of stress.
- When under stress we tend to revert back to learned patterns of conflict resolution.
- Attributional errors are aggravated under situations of conflict.
- When we don't understand something culturally, we tend to make judgments based on inferences about the other person's personality.

Five Central Causes of Intercultural Conflict

1. Cultural differences. (Example: direct versus indirect communication styles.)
2. Assimilation versus ethnic identity maintenance. (Examples: language, dress)
3. Power imbalance.
4. Competing conflict goals. (Individualists' task orientation versus collectivists' relationship orientation often creates conflict clash over content vs. process.)
5. Competition for scarce resources.

INTERCULTURAL CONFLICT STYLE MODEL



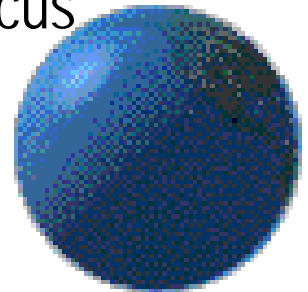
Direct/Indirect Conflict Style

Direct Style Patterns

- Meaning inside verbal message
- Precise, explicit use of language
- Face-to-face resolution of disputes
- Verbally assert difference of opinion
- Persuasion through reasoned argument.
- Substantive disagreement focus

Indirect Style Patterns

- Meaning outside verbal message
- Ambiguity and vagueness in language use
- Use of third parties to resolve disputes.
- “Talk around” disagreements
- Persuasion through facework
- Relationship repair focus



Emotional Expressiveness/Restraint

Emotional Expressiveness

- Visible display of emotions
- Control emotions by “externalizing”
- Expansive vocalization
- Sensitive to constraints on expressing own feelings
- Relational trust through emotional commitment
- Emotional information necessary for credibility

Emotional Restraint

- Minimal display of emotions
- Control emotions by “internalizing”
- Constrained vocalization
- Sensitive to hurting feelings of other party
- Relational trust through emotional maturity
- Emotional suppression necessary for credibility.



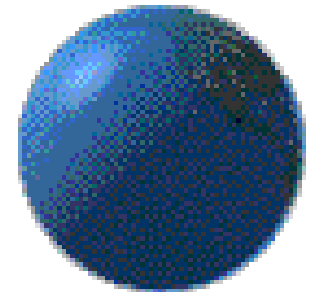
Cultural Patterns across Conflict Styles

Discussion Style

- North America
e.g., United States (White American), Canada
- Europe
e.g., Netherlands, Great Britain, Sweden, Norway, Denmark, Germany
- Asia Pacific
e.g., Australia, New Zealand

Engagement Style

- North America
e.g., United States (African American)
- Europe
e.g., France, Greece, Italy, Spain, Russia
- Central & Latin America
e.g., Cuba, Puerto Rico
- Middle East
e.g., Israel



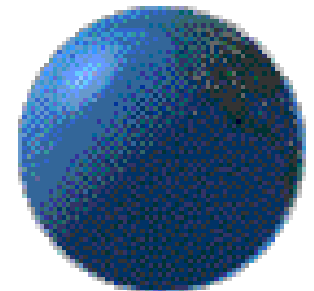
Cultural Patterns across Conflict Styles

Accommodation Style

- North America
e.g., Native American
- Latin America
e.g., Mexico, Costa Rica,
Peru, Argentina
- Asia
e.g., China, Japan, Thailand,
Indonesia, Malaysia

Dynamic Style

- Arab Middle East
e.g., Kuwait, Egypt, Saudi
Arabia, Lebanon



Strengths and Weaknesses of the Four Conflict Styles

Discussion Conflict Style

Self Perceived Strengths:

- ▲ Confronts problems
- ▲ Elaborates arguments
- ▲ Maintains calm atmosphere

Weaknesses as Perceived by other Styles:

- ▲ Difficulty in reading "between the lines"
- ▲ Appears logical but unfeeling
- ▲ Appears uncomfortable with emotional arguments

Engagement Conflict Style

Accommodation Conflict Style

Dynamic Conflict Style

Strengths and Weaknesses of the Four Conflict Styles

Engagement Conflict Style

Self Perceived Strengths:

- ▲ Provides detailed explanations, instructions & information
- ▲ Expresses Opinions Directly
- ▲ Shows feelings

Weaknesses as Perceived by other Styles:

- ▲ Appears unconcerned with the views & feelings of others
- ▲ Appears dominating & rude
- ▲ Appears uncomfortable with viewpoints that are separated from emotion

Discussion Conflict Style

Accommodation Conflict Style

Dynamic Conflict Style

Strengths and Weaknesses of the Four Conflict Styles

Discussion Conflict Style	Engagement Conflict Style
<p data-bbox="98 254 993 325">Accommodation Conflict Style</p> <p data-bbox="98 347 697 411"><i>Self Perceived Strengths:</i></p> <ul data-bbox="98 432 1058 729" style="list-style-type: none"><li data-bbox="98 432 973 562">▲ Considers alternative meanings to ambiguous messages<li data-bbox="98 584 987 639">▲ Able to control emotional outbursts<li data-bbox="98 661 1058 729">▲ Sensitive to feelings of the other party <p data-bbox="98 751 935 881"><i>Weaknesses as Perceived by other Styles:</i></p> <ul data-bbox="98 902 977 1199" style="list-style-type: none"><li data-bbox="98 902 904 958">▲ Difficulty in voicing own opinion<li data-bbox="98 979 977 1048">▲ Appears uncommitted & dishonest<li data-bbox="98 1069 919 1199">▲ Difficulty in providing elaborated explanations	<p data-bbox="1128 258 1657 322">Dynamic Conflict Style</p>

Strengths and Weaknesses of the Four Conflict Styles

Discussion Conflict Style	Engagement Conflict Style
Dynamic Conflict Style	Dynamic Conflict Style <i>Self Perceived Strengths:</i> <ul style="list-style-type: none">▲ Uses third party to gather information and resolve conflicts▲ Skilled at observing changes in nonverbal behavior▲ Comfortable with strong emotional displays <i>Weaknesses as Perceived by other Styles:</i> <ul style="list-style-type: none">▲ Rarely "gets to the point"▲ Appears unreasonable and devious▲ Appears "too emotional"

Direct vs. Indirect Cultural Approaches to Conflict Resolution



Direct Cultures – emphasize repairing rifts between individuals.

1. Task Orientation
2. Substantive Issues Focus
3. Individual to individual first. If that fails, use “third party neutral” for credibility. Mediator/arbitrator/judge. Manager either brings parties together to foster agreement or decides based on impartial rules or status/achievement factors.

Indirect Cultures – emphasize restoring harmony to the group.

1. Relationship Orientation
2. Relationship Repair (Procedural) Focus
3. Use third parties first. Use “third party cultural intimates” for credibility. Tribal elders. Benevolent managers keep disputants apart, mediate restoration of face, inform disputants of their decision in the interests of organizational harmony.

Skills: The Three “R” Model



1. **Recognize Cultural Differences**
 - a. Identify Your Own ICS Style
 - b. Identify the Other Person's ICS Style
2. **Reframe the Problem/Issues From the Other Person's Cultural Perspective**
 - a. What are the likely difficulties in working across styles?
 - b. How would the other person view the issues from the standpoint of their cultural perspective?
 - c. Application of the D-I-E Model to assist in reframing issues?
3. **Reconcile the Differences**
 - a. What should be the focus of conflict resolution efforts?
(Substantive issue focus vs. relationship repair focus)
 - b. Use of "Third Way" approach...