

Collaborating Across Cultures

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14th Annual GPE Conference | May 17-19, 2021



Objectives

- Identify factors that can make cross-cultural collaboration challenging
- Explore patterns of cultural difference that can lead to misunderstandings
- Identify strategies for successfully collaborating across cultures

What can make cross-cultural collaboration challenging?

- Breakout rooms of 4-5 for 5-6 minutes
- Go to www.menti.com and enter the code **1582 8746**



What can make cross-cultural collaboration challenging?

- [Results](#)



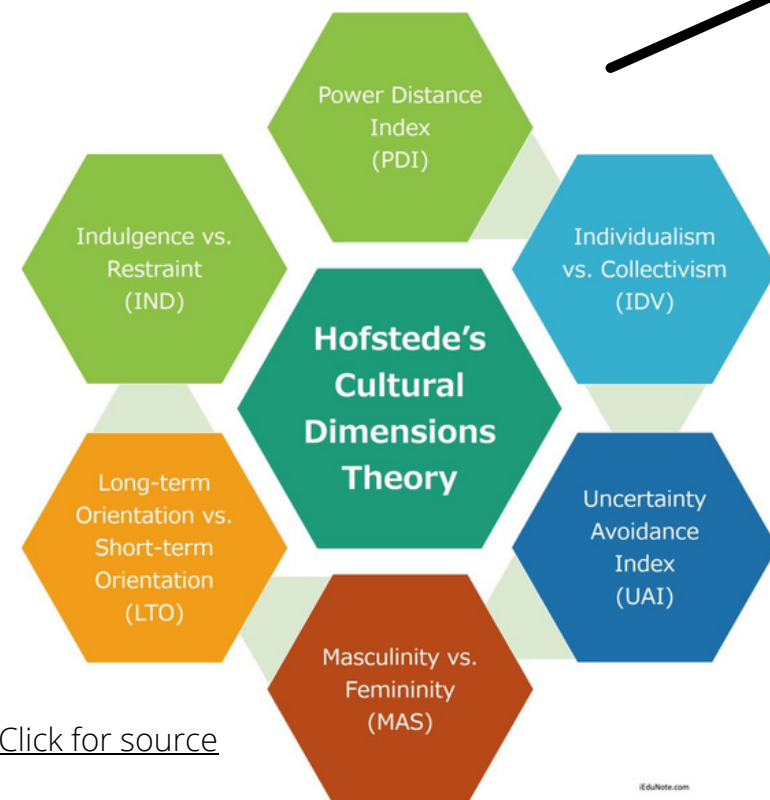
Frameworks for Understanding Cultural Differences



Collaborating Across Cultures

Frameworks for Understanding Cultural Differences

HOFSTEDE'S SIX CULTURAL DIMENSIONS

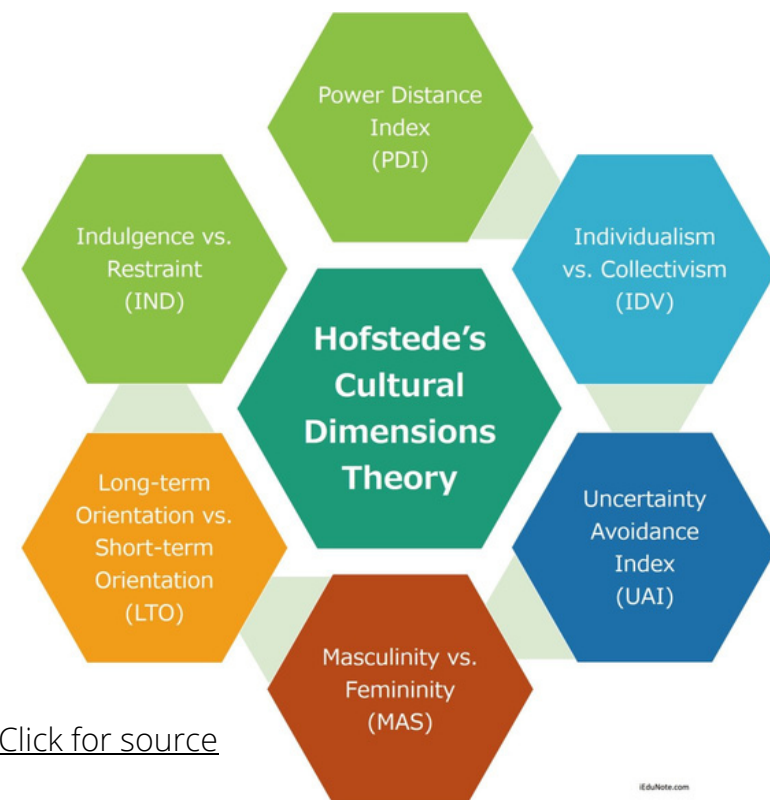


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1. Individualism vs. Collectivism
2. Uncertainty Avoidance
3. Masculinity vs. Femininity
4. Long-term vs. Short-term
5. Indulgence vs. Restraint
6. Power Distance

Frameworks for Understanding Cultural Differences

HOFSTEDE'S SIX CULTURAL DIMENSIONS



MEYER'S - EIGHT SCALES (CULTURE MAPPING)

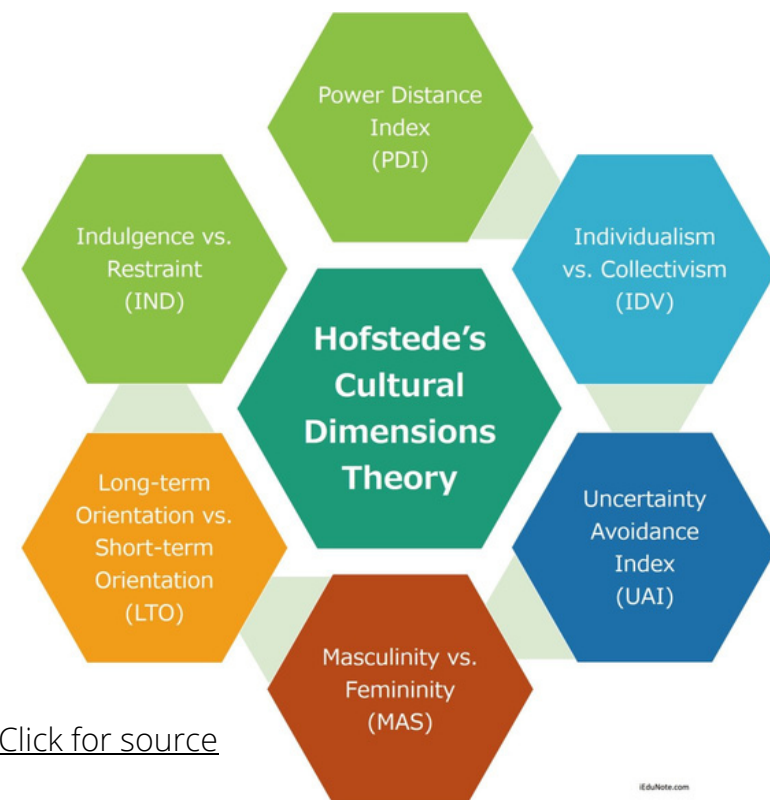
 COMMUNICATING Explicit vs Implicit	 EVALUATING Direct negative feedback vs Indirect negative feedback	 PERSUADING Deductive vs Inductive	 LEADING Egalitarian vs Hierarchical
 DECIDING Consensual vs Top-down	 TRUSTING Task vs Relationship	 DISAGREEING Confrontational vs Avoid confrontation	 SCHEDULING Structured vs Flexible

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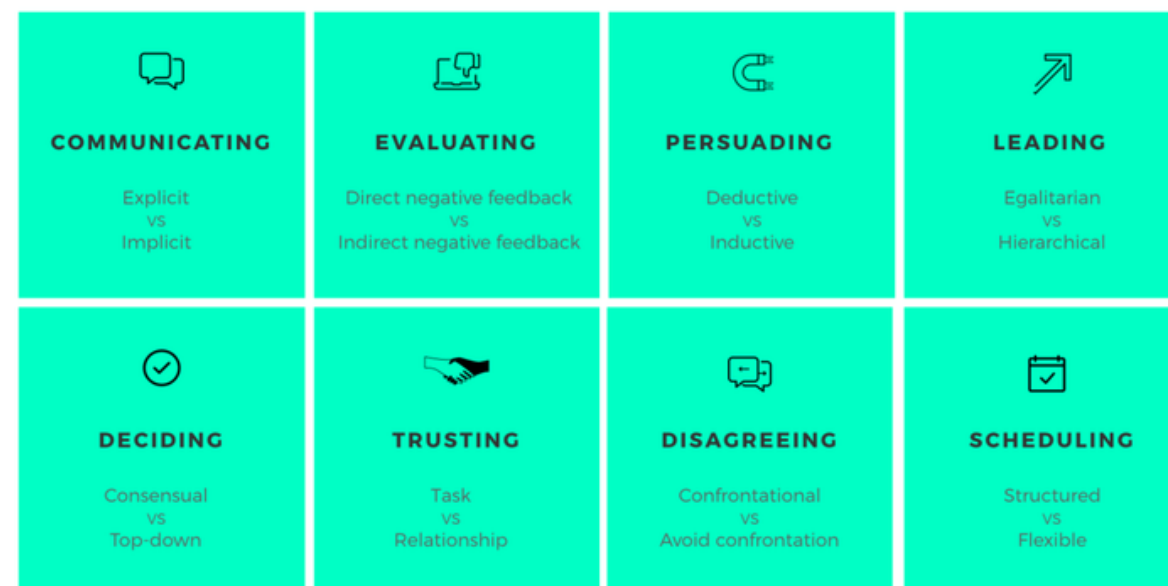
1. Communicating
2. Evaluating
3. Persuading
4. Leading
5. Deciding
6. Trusting
7. Disagreeing
8. Scheduling

Frameworks for Understanding Cultural Differences

HOFSTEDE'S SIX CULTURAL DIMENSIONS

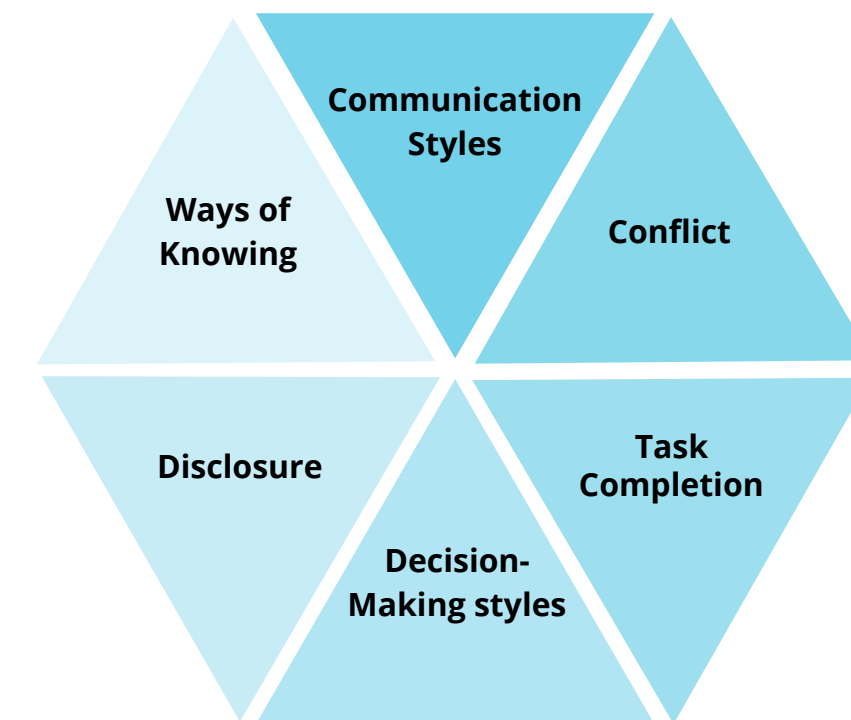


MEYER'S - EIGHT SCALES (CULTURE MAPPING)



[Click for source](#)

DUPRAW & AXNER'S SIX PATTERNS OF CULTURAL DIFFERENCE



[Click for source](#)



Six Fundamental Patterns of Cultural Difference

(DuPraw & Axner, 1997)

- Briefly introduce the six patterns of cultural difference; listen carefully because you will choose one to focus on in more detail
- Separate into groups; each group will consider one pattern of cultural difference in more depth
- Return & discuss

A Caveat

Generalization

The tendency of a majority of people in a cultural group to hold certain values and beliefs and to engage in certain patterns of behavior (on average, 55-85% of people from a community share these behaviors); useful for establishing a norm; flexible

Stereotype

The application of a generalization to every person in a cultural group or generalizing from only a few people in a group (Bennett & Bennett, 2000)

Remember!

Not all cultural generalizations apply to all members of a cultural group!



GLOBAL PARTNERS
IN EDUCATION

Six Fundamental Patterns of Cultural Difference

(DuPraw & Axner, 1997)



Communication
Styles

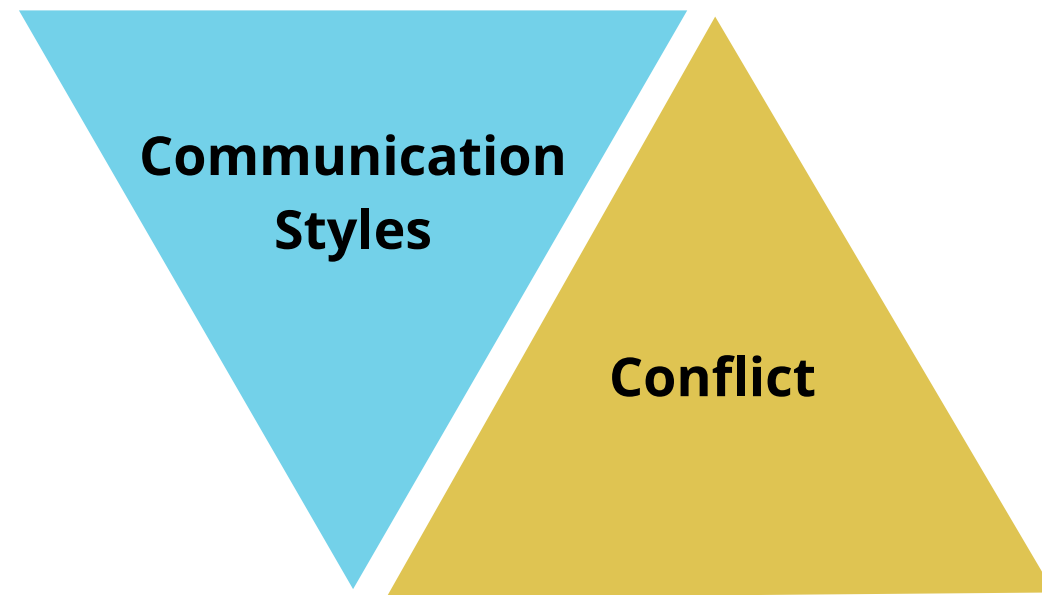
DIFFERENT COMMUNICATION STYLES

- Language usage ("How are you?")
- Importance of non-verbal communication
- Appropriate degrees of assertiveness

[Click for source](#)

Six Fundamental Patterns of Cultural Difference

(DuPraw & Axner, 1997)



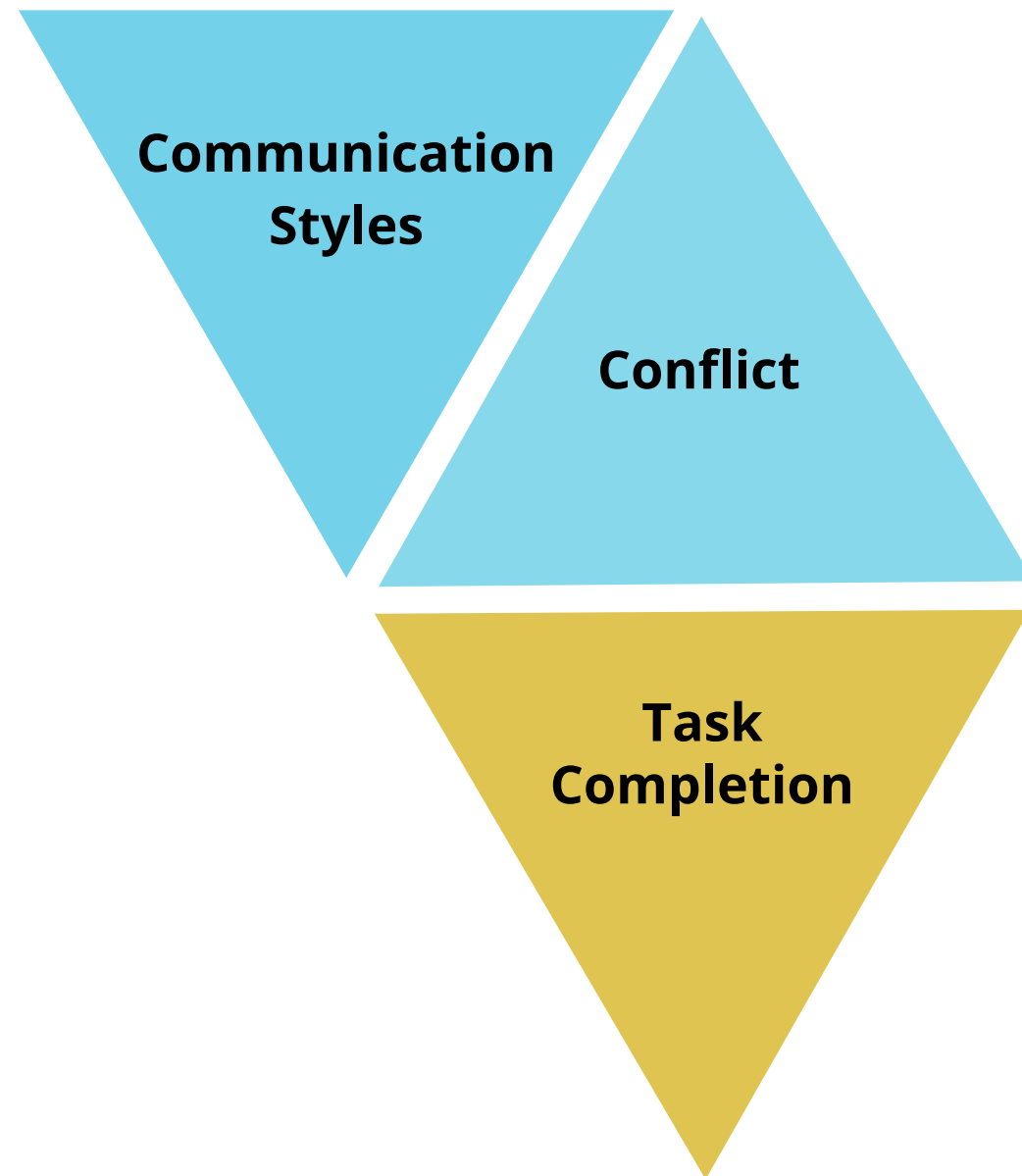
DIFFERENT ATTITUDES TOWARD CONFLICT

- How much should conflict be avoided?
- When conflict arrives, how should it be addressed --- and who should be aware of the conflict?

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Six Fundamental Patterns of Cultural Difference

(DuPraw & Axner, 1997)



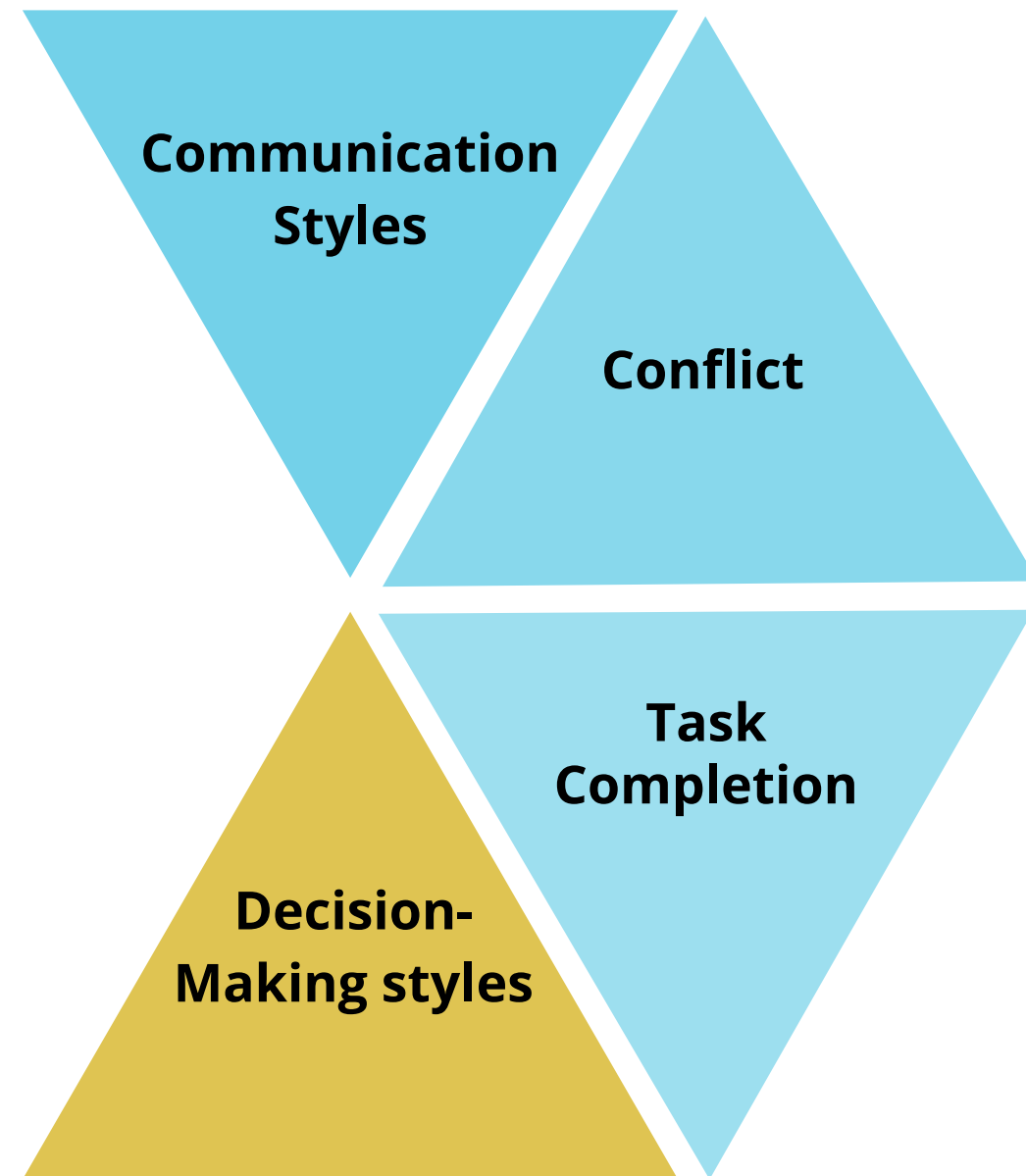
DIFFERENT APPROACHES TO COMPLETING TASKS

- Different concepts of time
- Task-oriented vs. relationship-oriented

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Six Fundamental Patterns of Cultural Difference

(DuPraw & Axner, 1997)



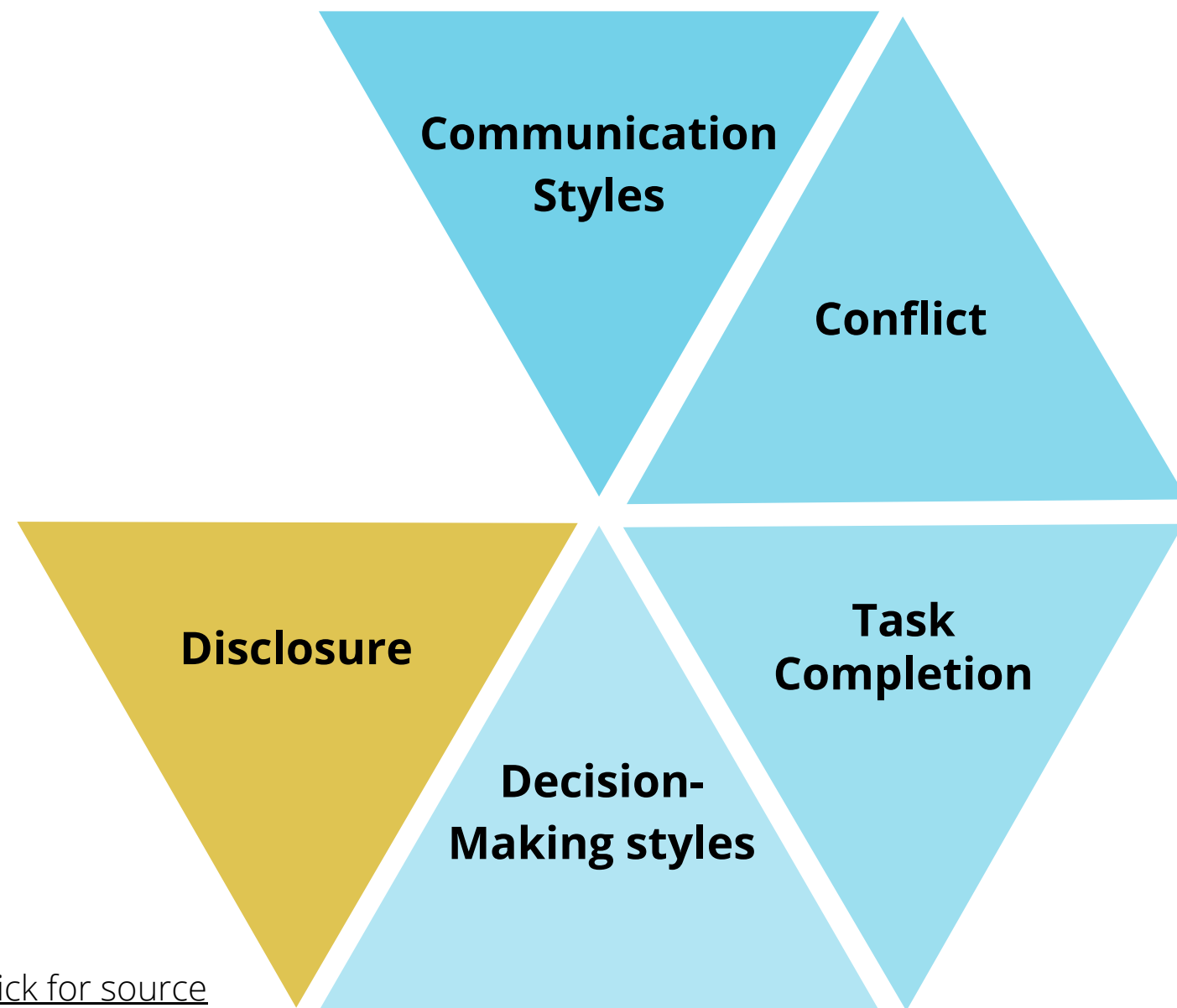
DIFFERENT DECISION-MAKING STYLES

- Who is involved in making decisions?
- How collaborative is the decision-making process?
- Majority rule vs. reaching consensus?

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Six Fundamental Patterns of Cultural Difference

(DuPraw & Axner, 1997)



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DIFFERENT ATTITUDES TOWARD DISCLOSURE

- Expression of emotions
- Sharing of personal information

Six Fundamental Patterns of Cultural Difference

(DuPraw & Axner, 1997)



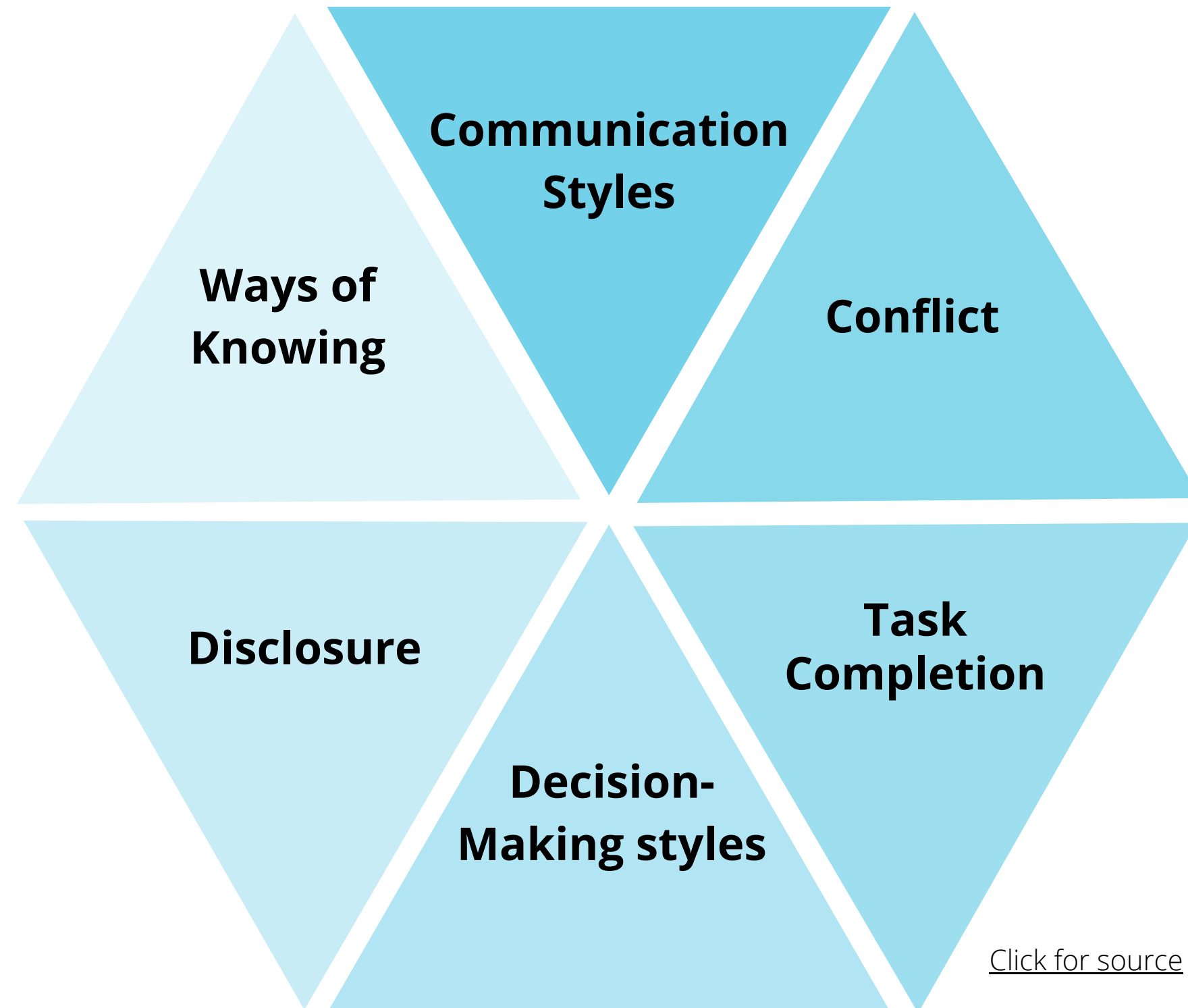
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DIFFERENT APPROACHES TO KNOWING

- Epistemologies -- how you come to know something
- Counting and measuring vs. intuiting

Six Fundamental Patterns of Cultural Difference

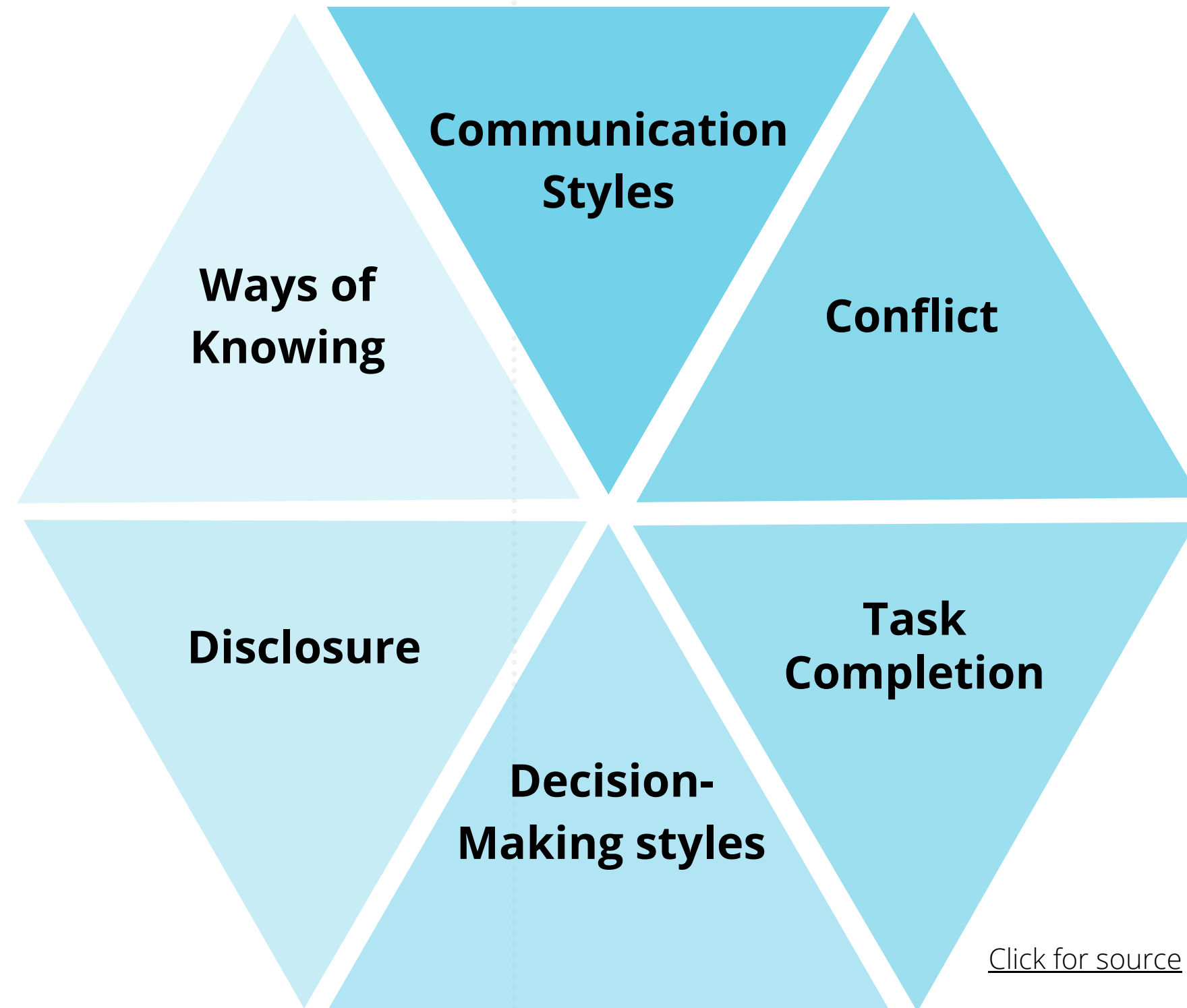
(DuPraw & Axner, 1997)



Activity

Goals

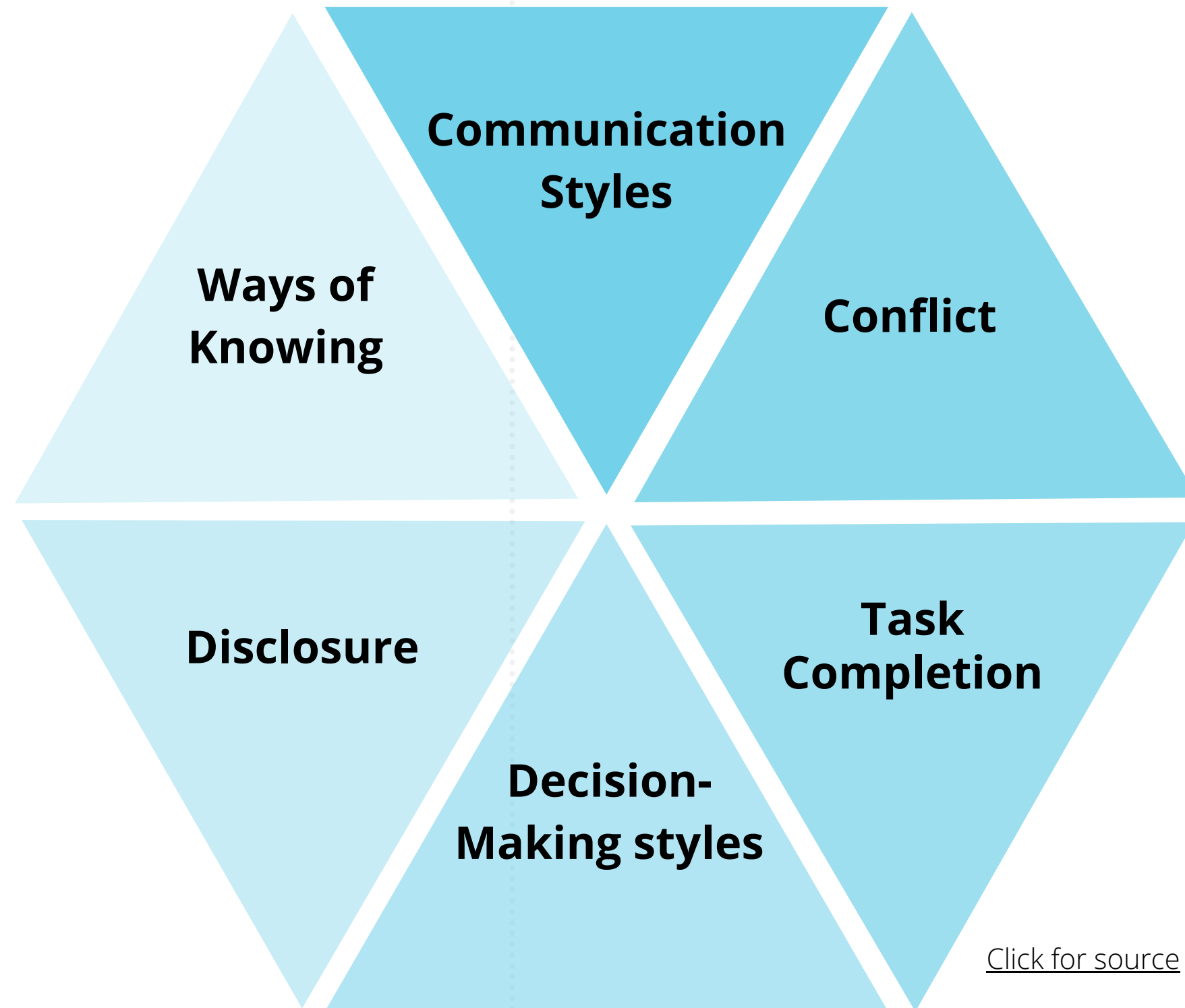
- Examine one of the six patterns of cultural difference in greater detail and consider how awareness of this cultural difference can contribute to more effective cross-cultural collaboration in our context (GPE members, GU/BEEHIVE instructors, students, etc.)



Activity

Goals

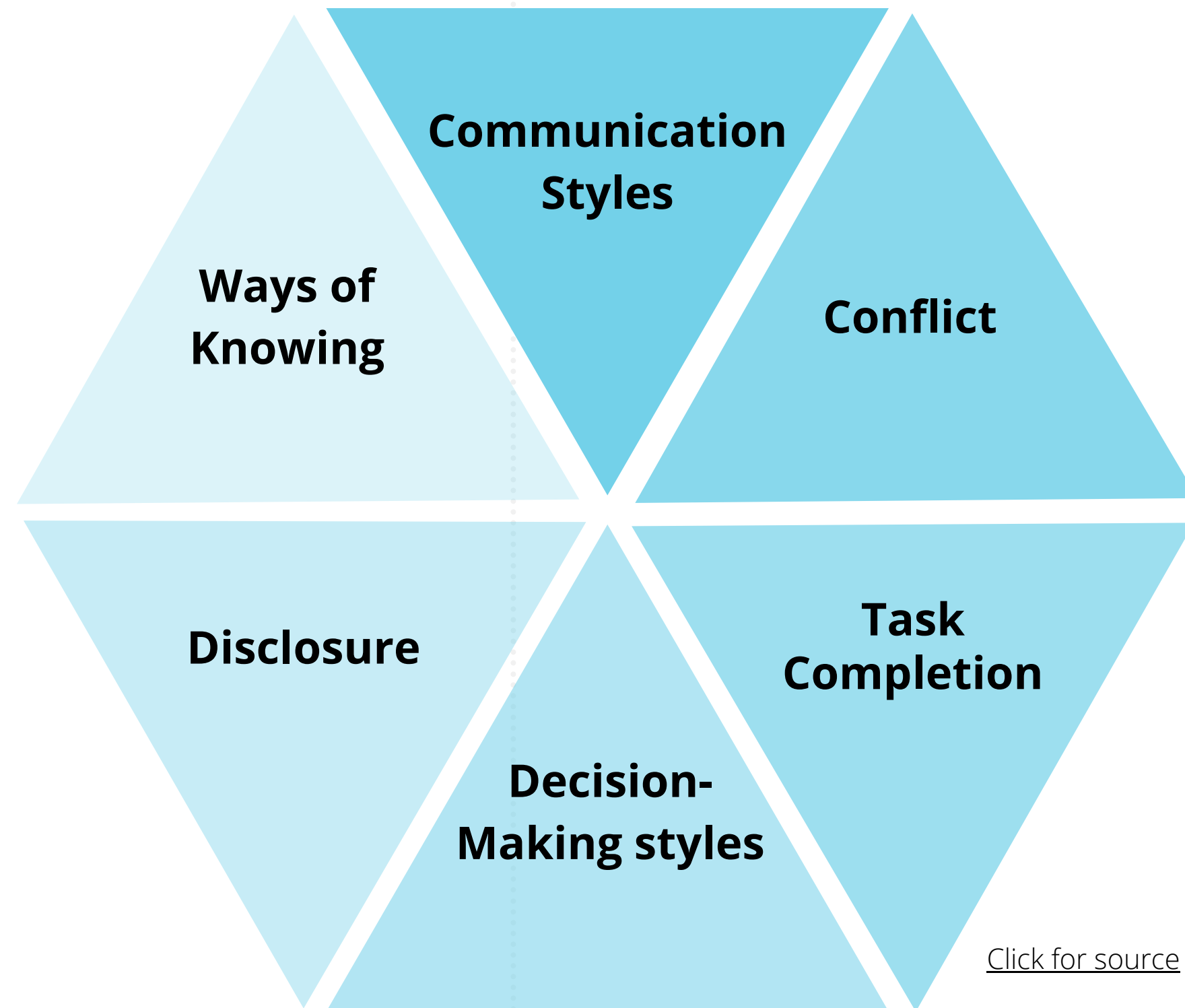
- Collaboratively create a resource that can be referenced beyond GPE XIV by compiling ideas on a shared Padlet.



Activity

Materials

- PDF Handout (in chat)
- Padlet (link in handout)
- You and the knowledge, experiences, and expertise you bring!



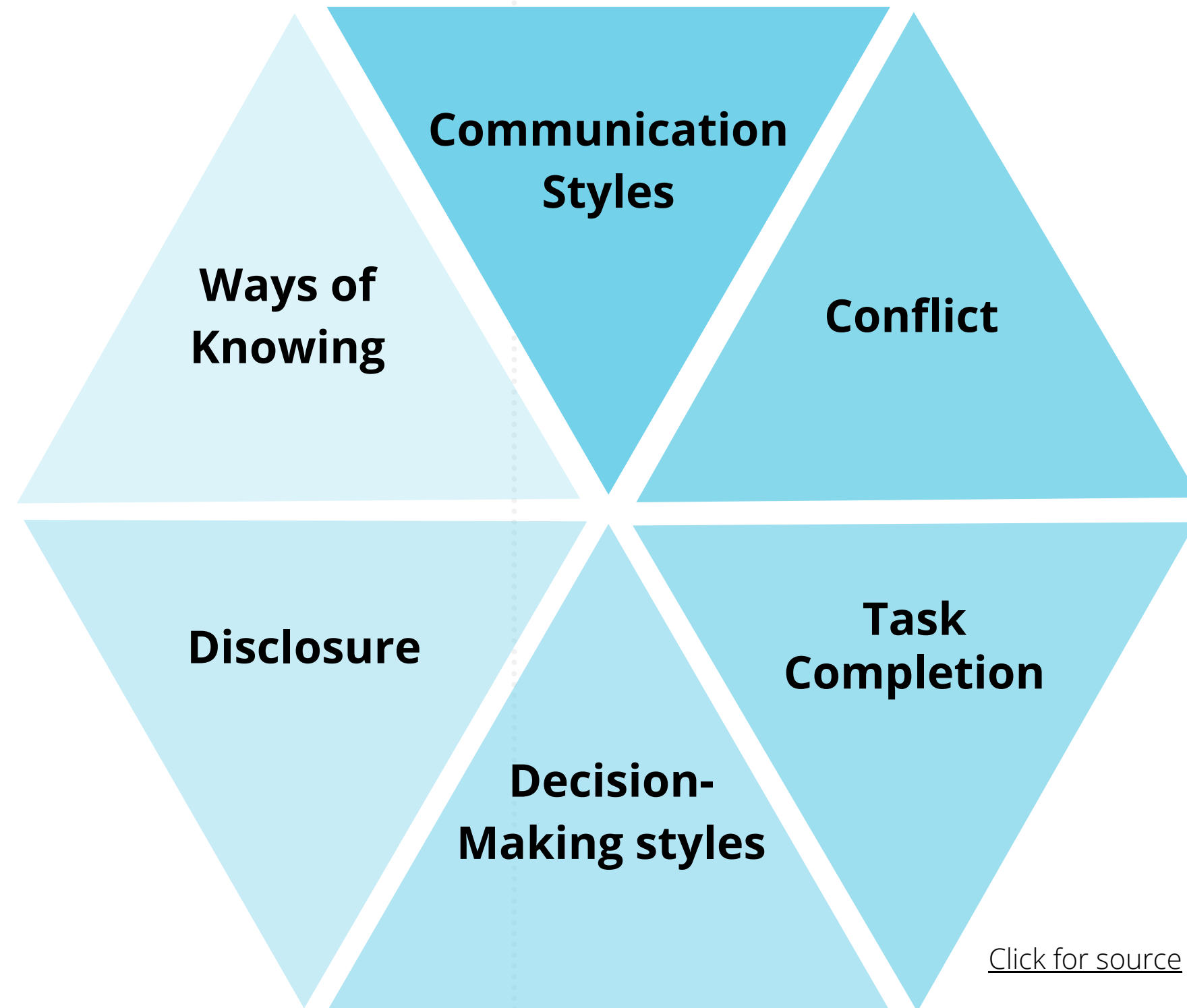
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Activity

Directions

- Let's look at the handout and [Padlet](#) together...




Activity

Key Questions

- Share a highlight of your group's discussion (something particularly interesting, useful, insightful, etc).
- In your opinion, which guidelines/strategies for successful cross-cultural collaboration are most important? Why?





Guidelines for Successful Cross-Cultural Collaboration

Collaborating Across Cultures

DuPraw & Axner

[Click here for full article.](#)

An aerial photograph of a city at sunset. The sky is filled with dramatic, colorful clouds in shades of orange, yellow, and blue. Below the sky, a river flows through the city, with a bridge crossing it. The city is densely packed with buildings, many of which have red-tiled roofs. In the foreground, there are more buildings, including a church with a prominent dome. The overall scene is a vibrant and detailed representation of a city's landscape and architecture.

Guidelines for Successful Cross-Cultural Collaboration

- **Learn from generalizations about other cultures, but don't use those generalizations to stereotype,** "write off," or oversimplify your ideas about another person. The best use of a generalization is to add it to your storehouse of knowledge so that you better understand and appreciate other interesting, multi-faceted human beings.
- **Practice, practice, practice.** That's the first rule, because it's in the doing that we actually get better at cross-cultural communication.

(DuPraw & Axner, 1997)



Guidelines for Successful Cross-Cultural Collaboration

- **Don't assume that there is one right way (yours!) to communicate.** Keep questioning your assumptions about the "right way" to communicate. For example, think about your body language; postures that indicate receptivity in one culture might indicate aggressiveness in another.
- Don't assume that breakdowns in communication occur because other people are on the wrong track. **Search for ways to make the communication work, rather than searching for who should receive the blame for the breakdown.**

(DuPraw & Axner, 1997)



Guidelines for Successful Cross-Cultural Collaboration

- **Listen actively and empathetically. Try to put yourself in the other person's shoes.** Especially when another person's perceptions or ideas are very different from your own, you might need to operate at the edge of your own comfort zone.
- **Respect others' choices about whether to engage in communication with you.** Honor their opinions about what is going on.
- Stop, **suspend judgment**, and try to look at the situation as an outsider.

(DuPraw & Axner, 1997)



Guidelines for Successful Cross-Cultural Collaboration

- Be prepared for a discussion of the past. Use this as an opportunity to develop an understanding from "the other's" point of view, rather than getting **defensive or impatient**. Acknowledge historical events that have taken place. Be open to learning more about them. Honest acknowledgment of the mistreatment and oppression that have taken place on the basis of cultural difference is vital for effective communication.

Guidelines for Successful Cross-Cultural Collaboration

- **Awareness of current power imbalances -- and an openness to hearing each other's perceptions of those imbalances -- is also necessary for understanding each other and working together.**
- **Remember that cultural norms may not apply to the behavior of any particular individual.** We are all shaped by many, many factors -- our ethnic background, our family, our education, our personalities -- and are more complicated than any cultural norm could suggest. **Check your interpretations if you are uncertain what is meant.**

(DuPraw & Axner, 1997)

Resources

Collaborating Across Cultures

Resources

- **Article:** *Working on Common Cross-Cultural Communication Challenges* (DuPraw & Axner)
- **Book:** *The Culture Map* (Meyer)
- **Website:** HubCL Digital Toolbox (Intercultural Learning Hub)
- **Website:** Cultural Atlas
- **Website:** Hofstede's Country Comparison Tool
- **Website:** Our Padlet

Questions?



Thank you!

Melanie Baker Robbins

