How Cultural Differences Impact Our Workplaces

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Diversity Specialist and Workgroup Consultant

Learning Objectives

• Understand the differences between Organizational Cultures and National Cultures
• Understand these cultures and their impact on the workplace
• Gain awareness to ensure that workplaces support, rather than inhibit, the ways various cultures impact each other

About the Speaker

• Educator for 13 years
• Market Manager in the office furniture industry for over 26 years
• Master's Degree in Psychology, Diversity Management and Organizational Development
• Diversity Consultant, Facilitator and Trainer

Cultural Differences Defined

• “Culture”
• American Heritage English Dictionary
• “The totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work or thought”
Cultural Differences Defined

Sally J. Walton, *Cultural Diversity in the Workplace*

- Whenever a group of people spend a period of time together, a culture is formed.
- Culture is a pattern of values and beliefs reflected in outer behavior.
- The values supporting those outer behaviors are a key to understanding cultural differences.

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Individual Behavioral Assessment - Platinum Rule

Alessandra and O’Connor

- **Relaters**
  - Notice how well liked I am.
  - Indirect
  - Notice my efficiency.
- **Socializers**
  - Don’t confuse me with facts.
  - Direct
- **Thinkers**
  - I want it done right, now.
- **Directors**
  - Notice my efficiency.
  - Self-Contained

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Organizational Cultural Differences Defined

Bruce M. Tharp, *Haworth White Paper*

- Organizational Culture
- Is a complex issue
- Broad - encompasses all aspects of internal and external relationships
- Deep – guides individual actions to the extent that they are not aware of the influence
- Can we really know an organization’s culture?

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Organizational Culture

Bruce M. Tharp, *Haworth White Paper*

- John Campbell (1974)
  - 39 factors
- Robert Quinn and John Rohrbaugh (1983)
  - Two major dimensions
  - Competing Values Framework
- Kim Cameron and Robert Quinn (1999)
  - Defining the quadrants

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Organizational Culture

- Flexibility, Dynamism, Organic
- Stability, Order, Control

- Internal Focus
  - Integration
  - Unity

- External Focus
  - Differentiation
  - Rivalry

Bruce M. Tharp, Four Organizational Culture Types, Haworth White Paper

- Start-up Companies
- Universities, NASA
- We are efficient and do things right

- Collaborate (Clan)
  - Open, friendly, extended family
  - Flexibility
  - Team-centered approach
  - Cohesion, humane environment
  - Group commitment
  - Relationships within and without
  - Loyalty
  - Many Japanese firms
  - Tom’s of Maine

- Create (Adhocracy)
  - Dynamic, entrepreneurial, creative
  - Flexibility, adaptability
  - Thrive in unmanageable chaos
  - Quick to adapt and develop
  - Future-forward focused
  - Information Age driven
  - Google
  - Findaway

- Control (Hierarchy)
  - Compete (Market)

Organizational Culture Design

- Collaborate (Clan)
- Create (Adhocracy)
- Control (Hierarchy)
- Compete (Market)

- Teamwork, participation, consensus
- On the leading edge
### Organizational Culture

**Control (Hierarchy) Culture**
- Structured, formal, rules
- Value standardization
- Defined structure for authority and decision making
- Effective leaders organize, coordinate, monitor processes and people
- McDonald’s
- Department of Motor Vehicles
- Ford Motor Company

Bruce M. Tharp, Four Organizational Culture Types, Haworth White Paper

### Organizational Culture Design

**Control (Hierarchy) Culture**
- Highly formal, structured place to work

Bruce M. Tharp, Four Organizational Culture Types, Haworth White Paper

### Organizational Culture

**Compete (Market) Culture**
- Focused on job completion

Bruce M. Tharp, Four Organizational Culture Types, Haworth White Paper

### Areas of Diversity Impacting Organizations

- Gender
- Age - Generation
- Religion
- Sexual Orientation
- Physical abilities
- Where you live/work - metropolitan/small town
- Nationalities, Race, Ethnic groups
- National Cultures

### Cultural Differences Defined

- Individual Profile
- Organizational Culture
- National Culture

Conceptual Framework

Bruce M. Tharp, Four Organizational Culture Types, Haworth White Paper
<table>
<thead>
<tr>
<th>National Cultural Differences At A Glance</th>
</tr>
</thead>
<tbody>
<tr>
<td>- How we are seen</td>
</tr>
<tr>
<td>- How we see others</td>
</tr>
<tr>
<td>- United States</td>
</tr>
<tr>
<td>- Japan</td>
</tr>
<tr>
<td>- Mexico</td>
</tr>
<tr>
<td>- China</td>
</tr>
<tr>
<td>- India</td>
</tr>
<tr>
<td>- Europe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>United States – Background in Business</th>
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</thead>
<tbody>
<tr>
<td>- Scientific approach to business</td>
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<tr>
<td>- Everything quantified/assessed</td>
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<tr>
<td>- Search for better methods</td>
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<tr>
<td>- Processes analyzed</td>
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<tr>
<td>- Preoccupation with time, organization, and use of resources</td>
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<tr>
<td>- People leave/let go</td>
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<tr>
<td>- Sense of employee mobility</td>
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<tr>
<td>- While working for an organization employees put everything into the job</td>
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<table>
<thead>
<tr>
<th>United States – Business Structure/Management Style</th>
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<tbody>
<tr>
<td>- Organizations exist independently from employees</td>
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<td>- Transactional relationships</td>
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<tr>
<td>- CEO holds great sway</td>
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<tr>
<td>- Senior management embedded</td>
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<tr>
<td>- Accountability is vertical and observable</td>
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<tr>
<td>- Americans like to know where they stand, responsibilities, what the report structure is</td>
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<td>- Titles do not reflect importance</td>
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<td>- Success = Rewards</td>
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<tr>
<th>United States – Meetings</th>
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</thead>
<tbody>
<tr>
<td>- Often Seen as:</td>
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<tr>
<td>- Aggressive, confrontational approach</td>
</tr>
<tr>
<td>- Relationships may be expensed</td>
</tr>
<tr>
<td>- Time pressured</td>
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<tr>
<td>- Often include relevant presentations</td>
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<td>- Positive, enthusiastic, an opportunity to impress</td>
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</tbody>
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<th>United States – Team Working</th>
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</thead>
<tbody>
<tr>
<td>- Groups of individuals brought together for a task or project</td>
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<td>- Fully committed while team is working toward purpose</td>
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<td>- Teams dissipate upon completion</td>
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<tr>
<td>- Not traumatic to break up a team</td>
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<tr>
<td>- Transitory in nature</td>
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</tbody>
</table>
United States – Communication Styles

- Determined by the approach to business
- Often seen as debating openly
- Sometimes seen as aggressive and rude
- Informal in greeting and dress, non-contact culture
- Maintain certain physical/psychological distance
- Eye contact – by gender

United States – Business Tips

- Get to the point
- Time is money
- Self-deprecation = weakness
- America is best – parochial
- Gift giving is unusual/forbidden
- Seeming lack of hierarchy
- Boss makes decision and is accountable
- Titles are unreliable
- Americans socialize with colleagues outside the office
- Business is a serious thing

Spaces

Collaborate (Clan) Culture
- Low visual privacy
- Interactive spaces
- Collaborative spaces
- Personalization
- Informal space accessibility
- Technology support
- Employee oriented

Create (Compete) Culture
- Free flowing
- Personal control
- Participative design
- Collaboration support
- Informal space accessibility
- New Age
- Client oriented
Eye Contact Spaces

Compete (Market) Culture
• Semi-formal space
• Accessibility
• Technology support
• Business related
• Client oriented

Control (Hierarchy) Culture
• High acoustics
• Designated workstations
• Storage
• Status markers
• Orderly layout
• Formal atmosphere

Cultural Differences
• Individual Profile
• Organizational Culture
• National Culture

Awareness makes all the difference when it comes to diversity in the workplace!

Questions?
Thank you for your time.
Please complete our survey so we can continue to improve and provide quality programs to you.
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