

Cross-Cultural Conflict & Communication

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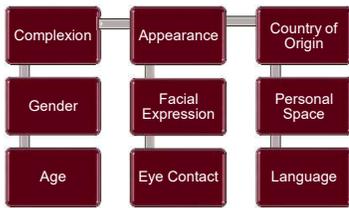
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The First Time: Interpersonal Communication



Direct Patient Care:
• Touch
• Smell/Odor

We process nine physical factors that come into play when we meet people the first time, according to Dr. Janet Eisea, interpersonal communications specialist - The Four Minute Sell.

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Objectives

- Recognize culture, values and communication styles
- Understand the lens of the four-quadrant Intercultural Conflict Styles (ICS)
- Discuss experiences in cross cultural communication conflicts
- Know resources and approaches of handling cross-cultural conflicts

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Agenda

- Demographics
- Culture
- Communication
- Conflict
- Cross-cultural (Intercultural) Conflict



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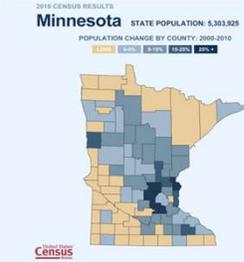
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The State of Minnesota-2010 Census

2010 CENSUS RESULTS

Minnesota STATE POPULATION: 5,303,925

POPULATION CHANGE BY COUNTY: 2000-2010



STATE POPULATION BY RACE MINNESOTA: 2010

RACE	PERCENT OF POPULATION	CHANGE 2000-2010
White alone	69.2%	2.8% ↑
Black or African American alone	5.2%	59.8% ↑
American Indian and Alaska Native alone	1.1%	10.8% ↑
Asian alone	4.2%	50.9% ↑
Native Hawaiian and Other Pacific Islander alone	0.1%	8.9% ↑
Some Other Race alone	8.2%	56.5% ↑
Two or More Races	8.4%	51.2% ↑

STATE POPULATION BY HISPANIC OR LATINO ORIGIN MINNESOTA: 2010

ORIGIN	PERCENT OF POPULATION	CHANGE 2000-2010
Hispanic or Latino	4.7%	74.0% ↑
Not Hispanic or Latino	95.3%	5.8% ↑



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Ten Diverse Cultures of Our Patients

- African American
- Native American
- Asian-South Asian & East Asian
 - Indian, Tibetan, Bhutanese, Pakistani
 - Bangladeshi, Nepalese
 - Chinese, Korean, Japanese
- Asian-Southeast Asian
 - Cambodian, Hmong, Laotian
 - Vietnamese, Burmese, Karen
- East African
 - Somali, Ethiopian, Eritrean
- West African
 - Liberian, Nigerian, Togo
- North African/Middle Eastern
- Eastern European
- European American
- Hispanic/Latino





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What is Culture?

- A shared system of values, beliefs, and attitudes.
 - BUT culture is not static, it is Dynamic!
- A person can belong to many cultures and subcultures
 - It affects our actions and the way we perceive others

Source: SHRM-GPHR

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The Cultural Layers

- Personality
- Internal Dimensions
 - Dominant Culture
- External Dimensions
 - Subcultures
- Organizational Culture
 - Occupational Culture

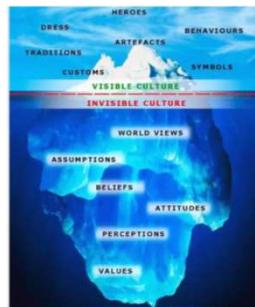


Source: From Lee Gardenswartz and Anita Rowe, *Diverse Teams at Work*, Irwin Professional Publishing, 1994. *Internal Dimensions and External Dimensions are adapted from Marilyn Loden and Judy B. Rosener, *Workforce America's Homewood*

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The Cultural Iceberg

- Visible Culture
- Invisible Culture



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A Word of Caution

- Generalizations should not be mistaken for stereotypes

Stereotype	Generalization
<ul style="list-style-type: none"> • An ending place • No attempt is made to learn 	<ul style="list-style-type: none"> • A starting place • Indicates common trends
<ul style="list-style-type: none"> • Stereotypes are often incorrect • Can have negative results 	<ul style="list-style-type: none"> • Can be helpful in suggesting possible avenues to consider and • Questions to ask!

Source: Cultural Sensitivity, Joint Commission Resources

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Communication

"The fool speaks, the wise man listens"
Ethiopian proverb

"You sure talking fast, you must've done it"

- "The squeaky wheel gets the grease"
- "The nail that sticks out gets hammered down"
- "A barking hyena is better than one which keeps silent"

"Standing tall for what is right"

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Communication Across Cultures

Verbal	Non-Verbal
<ul style="list-style-type: none"> • Use of Words/Language • Tone/Voice • Accent 	<ul style="list-style-type: none"> • Facial Expressions • Gestures • Personal Distance
	<ul style="list-style-type: none"> • Touch • Silence • Nodding/Handshake/Hand • Smell/Odor

<https://www.nursingtimes.net/clinical-archive/assessment-skills/communication-skills-3-non-verbal-communication-15-01-2019/>

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What is Conflict?

- Conflict is part of being human and thus it is a pervasive aspect of socio-cultural and professional interaction. People who have never experienced conflict at the workplace are 'living in a dream world, blind to their surroundings or are confined to solitary confinement' (Boohar, 2001).



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Source: Managing cross-cultural conflict in organizations Claude-Hélène Mayer and Lynette Louw

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Types of Conflict

Data Conflicts	Interest Conflicts	Structural Conflicts	Value Conflicts	Relationship Conflicts
<ul style="list-style-type: none"> • Lack of info/ misinfo • Diff interpretation of data • Diff views on what is relevant 	<ul style="list-style-type: none"> • Competitive interests • Procedural interests 	<ul style="list-style-type: none"> • Geographic, physical, environmental barriers • Unequal control or ownership of limited resources 	<ul style="list-style-type: none"> • Diff. criteria for evaluating ideas or behavior • Diff. ways of life • Diff. philosophy, spirituality, religion, or world view 	<ul style="list-style-type: none"> • Poor communication • Strong feelings or emotions • Misperceptions • Jumping to conclusions • Repetitive negative behavior

Adapted from Christopher W. Moore's Model of Common Causes of Conflict. The mediation process, 1988 and Mediation Process: Practical Strategies for Resolving Conflict 2003

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Cultural Conflicts

- Cultural conflicts arise because of the differences in values and norms of behavior of people from different cultures.
- A person acts according to the values and norms of his/her culture; another person holding a different worldview might interpret his/her behavior from an opposite standpoint.
- This situation creates misunderstanding and can lead to conflict.



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Source: <http://themetapicture.com/just-for-a-second/>

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4 Quadrants of Intercultural Conflict Styles (ICS)

Direct	Discussion (A) <ul style="list-style-type: none"> • "Say what you mean, and mean what you say." 	Engagement (B) <ul style="list-style-type: none"> • "Truth before Peace" • "Put it on the Table"
Indirect	Accommodation (C) <ul style="list-style-type: none"> • "Peace before Truth" • "Maintain harmony" 	Dynamics (D) <ul style="list-style-type: none"> • "Example is better than precept." • "It is good to know the truth, but it is better to speak of palm trees."
	Emotionally Restrained	Emotionally Expressive

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How "culture" impact its member

by H. Ross, 2009 SHRM Diversity Conference

- Speech, gestures and rituals
- World View
- People and Relationships
- Reasoning Process
- Communication Patterns
- Work Styles
- Behaviors

Source: R.Hastings, SPHR, SHRM

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A Pause

- Have you ever been in a situation (either personal/business) where you involved &/or aware of Intercultural Communication Conflicts?
- How would you personally feel if you had a disagreement or conflict with another person and that individual did not want to directly discuss the situation or problem with you?
- How would you personally feel expressing strong emotions such as anger during a disagreement or conflict?
- Have you ever experienced a cross-cultural conflicts situation where a better understanding of four quadrants intercultural could have improved decision making?

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Daniel Goleman's

- Emotional Intelligence



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Daniel Goleman's EQ Model

	Personal Competence	Social Competence
Recognition	Self-Awareness	Social Awareness & Empathy
Regulation	Self-Management	Social Skills

Question: How do you use your emotional intelligence to solve workplace conflicts?

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Group Discussion- "Walk in their Shoes" Conflicts

- Herb Sally who speaks with a beautiful Brooklyn, NY accent identified himself, African American. He managed diverse employees at Twin Cities' a healthcare organization. What is his cultural reaction when there is a workplace conflict?
- E. D. who is originally from Ethiopia, but lived several years in France, and now resides in the U.S. She works in a professional setting of a Healthcare organization. What is her dominant communication style? And what quadrant will she flip into some situations?

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Discussion- "Walk in their Shoes"- continued-Conflicts

- Zam Zam Mohamed is originally from Somalia and grew up in Kenya, then, came to Minnesota as part of family unification program. She has a bachelor's degree in Biology from Metro State University. She completed both her high school and associate degree in Minnesota. What cultural communication quadrant which you believe.. she is in?
- S.G. is originally from Ethiopia and finished her associate degree in Minnesota. She speaks fluent Oromo. Her supervisor believes that she is a hard-working employee, but he doesn't think she has any leadership skills. Does her manager understand/observe her cultural background?



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Discussion- "Walk in their Shoes"- continued-Communication

5. Charles H. is an African American supervisor at a Nutrition Dept. He said one of his employees-Trocon W. who grew up in Liberian-American cultures doesn't show him any respect. He doesn't think it is a cultural thing as Liberian Americans share the "same" culture and the language (English). But, he said, "I am upset and think he is sometimes rude." For instance, T.W. passed nearby me or in front of me but he never says, "excuse me." On the other hand, T.W. does not have a problem with eyes contact! So, there is no cultural issue!



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Our Values

- Dignity:** We value the uniqueness of each person and work to ensure everyone's right to privacy. We respect the cultures, values, beliefs and traditions of others and honor their talents and contributions.
- Integrity:** We say what we mean and do what we say. We communicate openly and honestly and behave ethically. We demand the best of ourselves and accept shared accountability for our actions.
- Service:** We work to make a difference in people's lives and in our communities. We strive for excellence by anticipating, meeting and exceeding expectations. We continually improve our programs and skills through learning and innovation. We responsibly manage our resources.
- Compassion:** We recognize and respond to the emotional, spiritual and physical needs of all the people we serve. We create a caring environment, conducive to healing, growth and wellbeing for all.
- Innovation:** We support clinical research that leads to tomorrow's cures. We advance new business models that will change health care. From the bedside to the call center, we are committed to continual improvement. Innovation is part of who we are.



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Addressing Cross Cultural Conflict

Ways to look at cultural conflict	Description of behavior	Results
Cultural Dominance	We keep doing things in the way of the home culture, regardless of the pressures to change or observe the other culture's methods.	We may avoid conflict or may sow the seeds for future conflict from what is unrecognized or unresolved.
Cultural Accommodation	We totally absorb ourselves in the new culture, imitating it rather than sharing our own.	We don't grow with exposure to new ideas; over time both performance and reputation can suffer.
Cultural Avoidance	We act as if there were no differences—as if no conflict existed.	The other culture can't grow from exposure to ours.
Cultural Compromise	Both sides concede something in order to work more effectively with each other.	One side is often seen as having given up more, or both may feel they gave up too much.
Cultural Synergy	We develop new solutions that are respectful to each of the underlying cultures.	Both cultures may emerge feeling recognized and respected, and each has the opportunity to learn from the other.

Concepts adapted from: International Dimensions of Organizational Behavior, by Nancy Adler, 3rd Edition, 1977. (NOTE: For adaptations among the University of Minnesota, University of Minnesota Physicians and Executive Health Services, "culture," you might want to substitute such words as "religion," "style," "gender," etc. to see how and if the meaning changes.)

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Suggestions: Awareness, Knowledge, Skills

- Communicating Clearly
 - Know yourself
 - Be curious, with respect
 - Clarify your intentions
 - Take a step back from the situation
 - Put yourself in their shoes
- Do not stereotype
 - Read individuals (Personalized care)
 - Keep trying and don't give up
 - Be patient with yourself and don't be afraid of making mistakes

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Building your Cultural Knowledge

- A few suggestions:
 - Talk to a colleague or friend from that culture
 - Look at newspapers and/or magazines, or media (social, internet)
 - Watch foreign films
 - Visit cultural centers and community events
 - Dine at ethnic restaurants ☺
- Approaches to Build your "muscles"
 - Choose the things that will be interesting
 - Gestures, Holidays & Traditions, Special Occasions, Religion Practices, Food, Topics of conversation, Family Life, History, Political Systems/issues, "their sports" and Leisure activities.
- Relax and Enjoy!

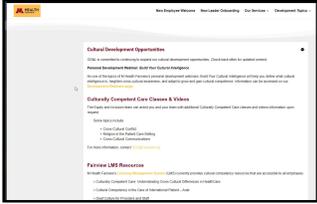
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OD&L: DEI Resources

<https://odandi.org/e-i-culturally-competent-care-resources/>

<https://odandi.org/our-services/equity-inclusion/>



The screenshot shows a webpage with the following sections:

- Cultural Development Opportunities**: This section includes a link to 'Cultural Development Opportunities' and a brief description of the program.
- Culturally Competent Care Clinics & Values**: This section includes a link to 'Culturally Competent Care Clinics & Values' and a brief description of the program.
- Faculty LMS Resources**: This section includes a link to 'Faculty LMS Resources' and a brief description of the program.

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THANK YOU!



The collage consists of four photographs:

- Top-left: An elderly woman with short grey hair, wearing a light blue button-down shirt and a backpack, standing outdoors in front of a brick building.
- Top-right: A woman with dark hair wearing a black blazer and a name tag, standing indoors in front of a stone wall.
- Bottom-left: A group of diverse people, including men and women of various ages and ethnicities, standing together and smiling.
- Bottom-right: A woman wearing a purple headwrap and a silver sequined dress, standing in a church or chapel setting.

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