

Cultural Intelligence and Diversity in Academia



The background is a solid dark purple. On the right side, there is a large, light purple graphic consisting of several overlapping circles and arcs. Within these shapes, a stylized, light purple silhouette of a person is visible, appearing to be in a dynamic, possibly dancing or moving pose. The overall aesthetic is modern and artistic.

Treat other
as you yourself want to be treated

Treat other as *they* want to be
treated

... and that requires cultural
intelligence

Cultural BIAS:

Interpreting situations, actions, and behavior
based on standards in our own culture

PROGRAM



Getting started

- Exercise
- Good morning and welcome



Cultural Intelligence (CQ) and awareness

- Introduction to cultural intelligence and awareness



Cultural differences worth knowing

- Egalitarianism versus hierarchies
- Cross-cultural Communication
- Building trust and relations across cultures



Wrap up, exercise and Thank you

Signe Ørom

- Lived abroad for 10 years
- + 10 years experience in international companies
- Teachings, trainings and held workshops in more than 20 countries
- Ph.D. In Culture and Language
- Business researcher at University of Copenhagen
- Author of the books “Forstod *du*, hvad de sagde? Kulturel intelligens og diversitet i globale samarbejder” og “Did *You* Get The Point? Cultural Intelligence and Diversity in Global Collaboration”



speed dating



QUESTION 1

What motivates you about working
in a multicultural environment?

QUESTION 2

What challenges are you experiencing when communicating with people with different national and language background?

QUESTION 3

Have you ever experienced culture shock?

Tell the other person about your experience

QUESTION 4

In your perception, what can we gain
from cultural diversity?

Both professionally and personally.



In 2022

42,5%

of the working population of the world work across cultures

CULTURAL DIVERSITY BONUS

Cultural Diversity Bonus

The background of the slide features a close-up, slightly angled view of numerous wooden blocks. These blocks are shaped like the letter 'L' and are painted in a variety of vibrant colors including purple, blue, green, yellow, orange, red, pink, and light blue. They are scattered across a dark brown wooden surface, creating a textured and colorful backdrop for the text.

36% more innovation
30 % better performance

Cultural Diversity Bonus

36% more innovation

30 % better performance

**Better and broader understanding of diverse
research areas and approaches, markets, clients
etc**

Cultural Diversity Bonus

36% more innovation

30 % better performance

**Better and broader understanding of diverse
research areas and approaches, markets, clients
etc**

**People stay longer, have fewer sick days and
thrive better**

REF: Mc Kinsey (2019); Deloitte (2016)

DIVERSITY


```
graph TD; A[DIVERSITY] --> B[DIVERSITY creates conflicts and disagreements]; A --> C[DIVERSITY becomes a uniform group]; A --> D[DIVERSITY becomes an asset with an inclusive culture];
```

DIVERSITY
creates conflicts
and disagreements

DIVERSITY
becomes a
uniform group

DIVERSITY
becomes an asset with
an inclusive culture

CQ



**HAVE YOU HEARD OF
CQ?**

CQ

=

Cultural Intelligence

CQ

The ability to communicate and interact effectively and inclusively across diverse cultural norms and personal and cultural preferences

The 4 competencies for cultural intelligence



CQ-brain



CQ-heart

Personal CQ-strategies



CQ-eye



CQ-muscle

Cultural Glasses



Cultural BIAS:

Interpreting situations, actions, and behavior
based on standards in our own culture

Rate yourself and discuss your challenges & strengths



CQ-brain



CQ-heart

Personal CQ-strategies



CQ-eye



CQ-muscle

PROGRAM



Getting started

- Quick icebreaker
- Good morning and welcome



Cultural Intelligence (CQ) and awareness

- Introduction to cultural intelligence and awareness

Bias-exercise



Cultural differences worth knowing

- Egalitarianism versus hierarchies
- Building trust and relations across cultures
- Crosscultural Communication



From Theory to Praxis: Inclusive meetings

Wrap up, closing exercise and Thank you

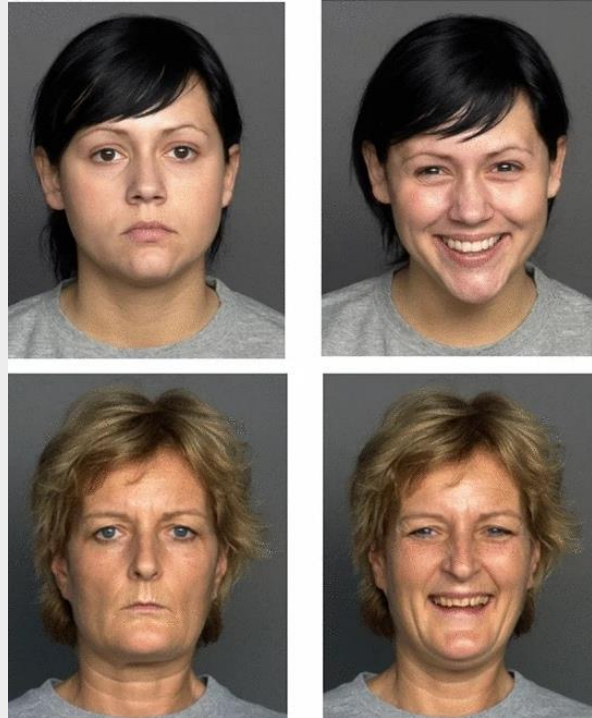
GLOBAL MOCKTAIL/COCKTAIL PARTY



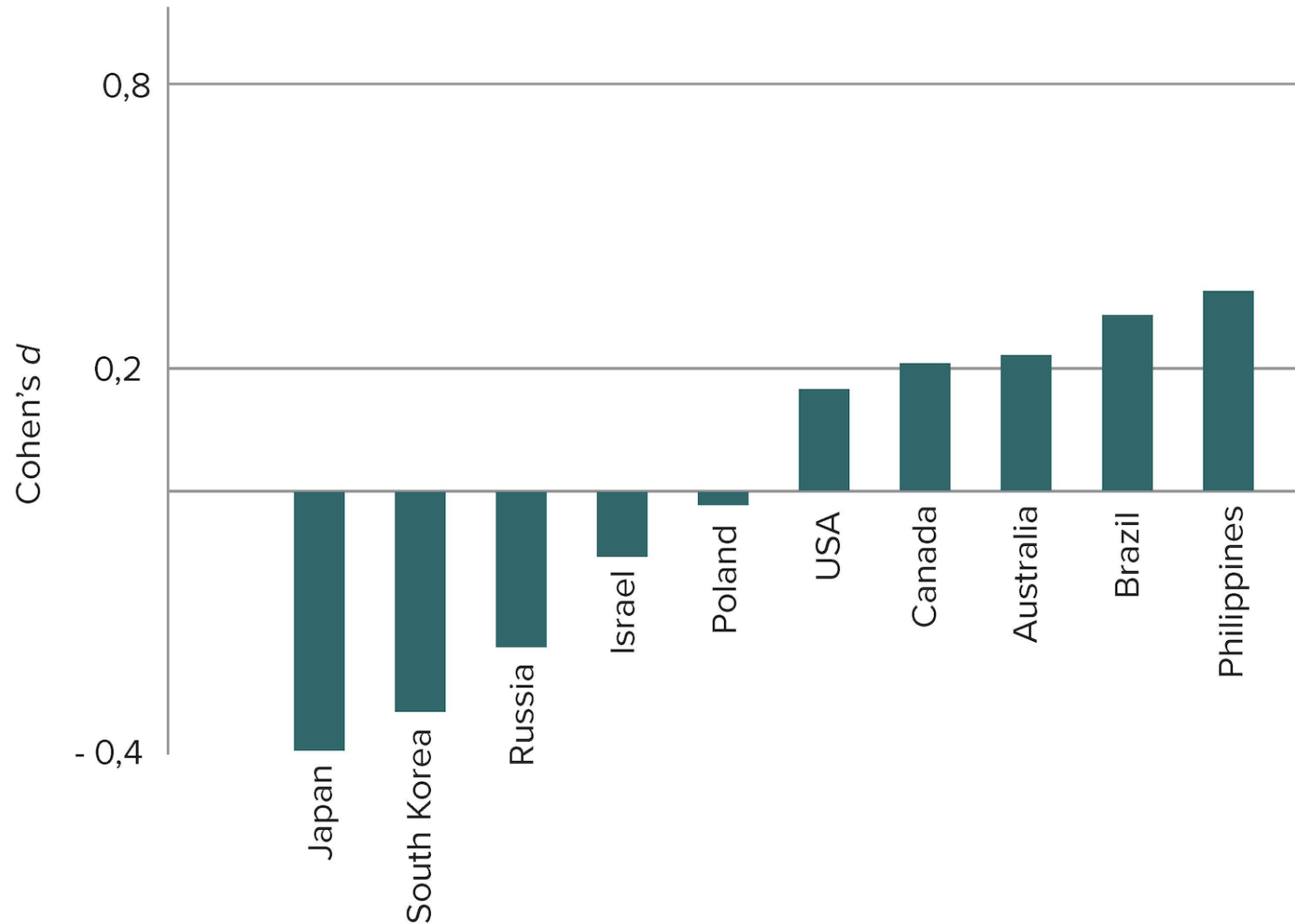


Smile to the World and the World smiles back

Is smiling a sign of intelligence?



Is smiling a sign of intelligence?



Source: Krys et al., 2016

© ConnectingCultures



*Смех без причины --
признак дурачины.*

A laugh (smile) without a
reason is a sign of stupidity.

Power Distance



Power Distance

Egalitarianism

Hierarchy



Ready, Set, Organize!

Choose 3-4 countries and place them on the hierarchy/egalitarianism map
IN GENERAL TERMS in comparison with each other

Egalitarianism

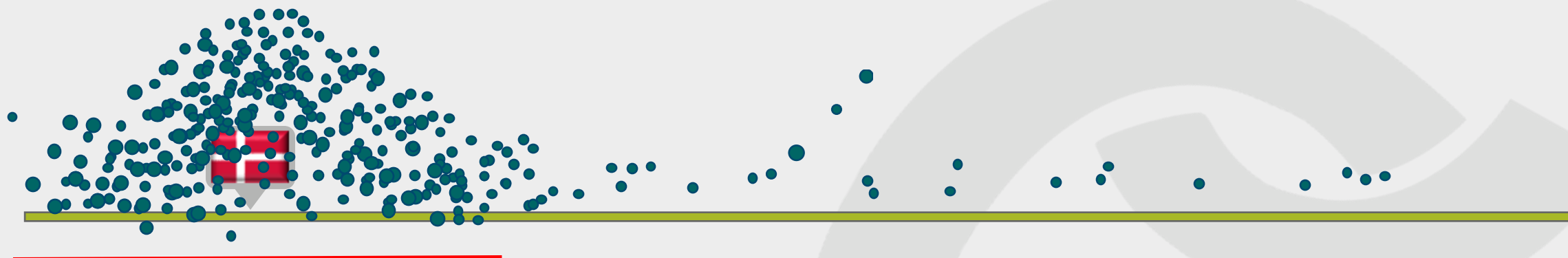
Hierarchy

India
Brazil
Denmark
Spain
Italy
China
UK
Iran
Germany

Power Distance



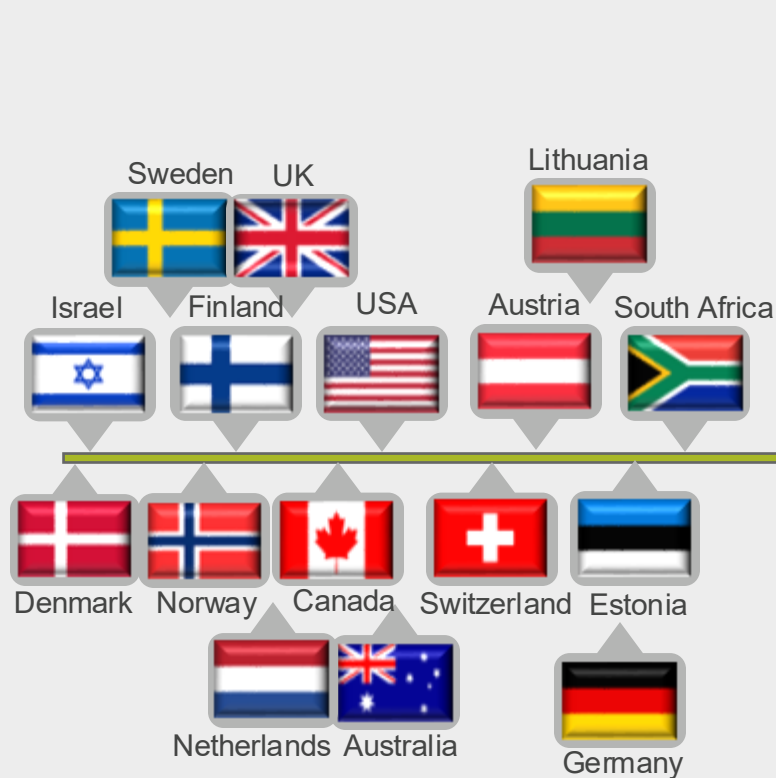
Ref: Ørom 2022



Representative stretch

Power Distance

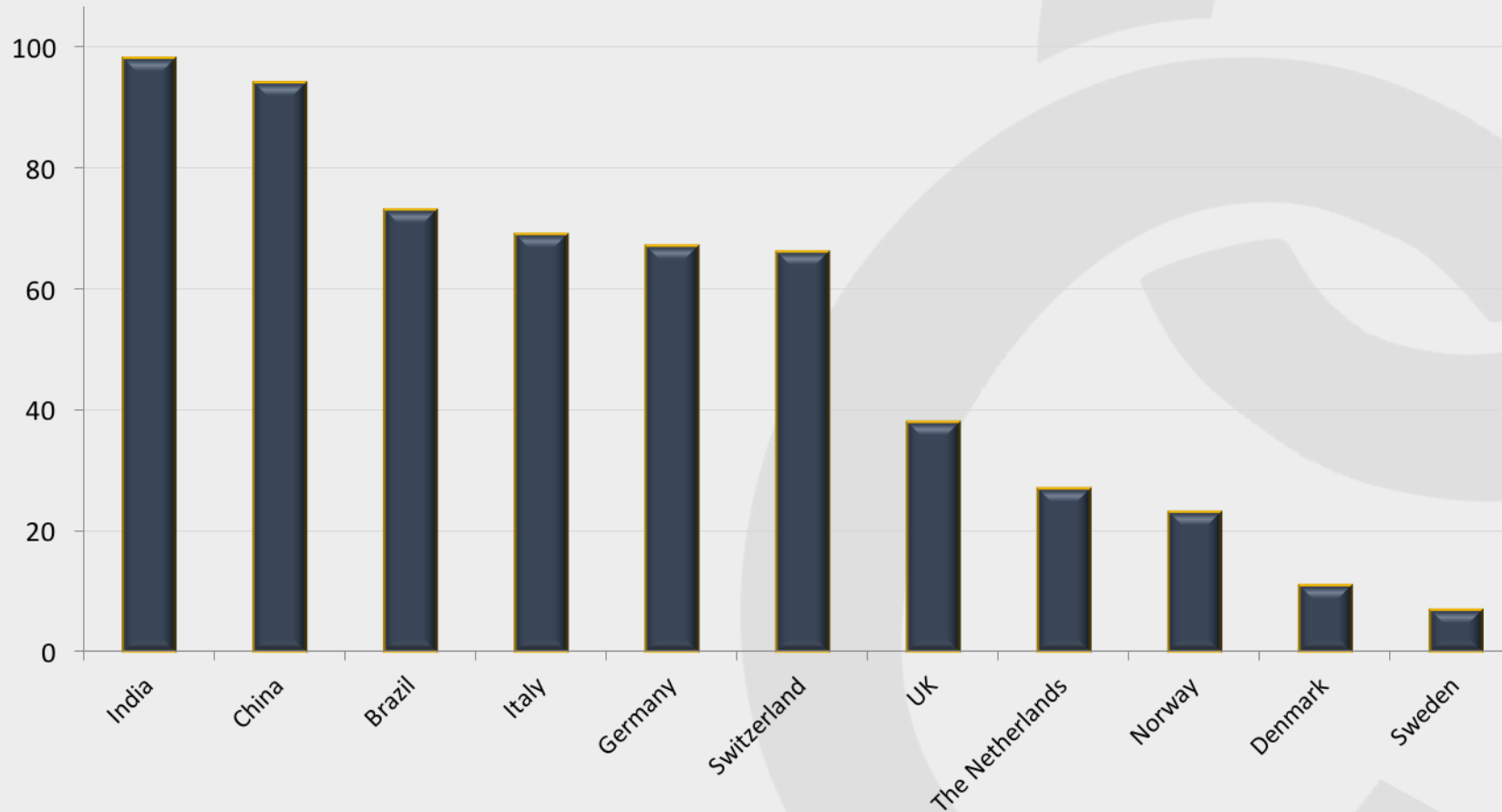
Egalitarianism



Hierarchy

“Is it important that a manager has the concrete answer to a question an employee asks?”

“Is it important that a manager has a concrete answer to a question an employee asks?”



Ref: Time Magazine 2016



The manager/supervisor is a coach



Proactive and self-driven employees / Ph.D.-students etc.





A manager in a hierarchical structure gives clear instruction

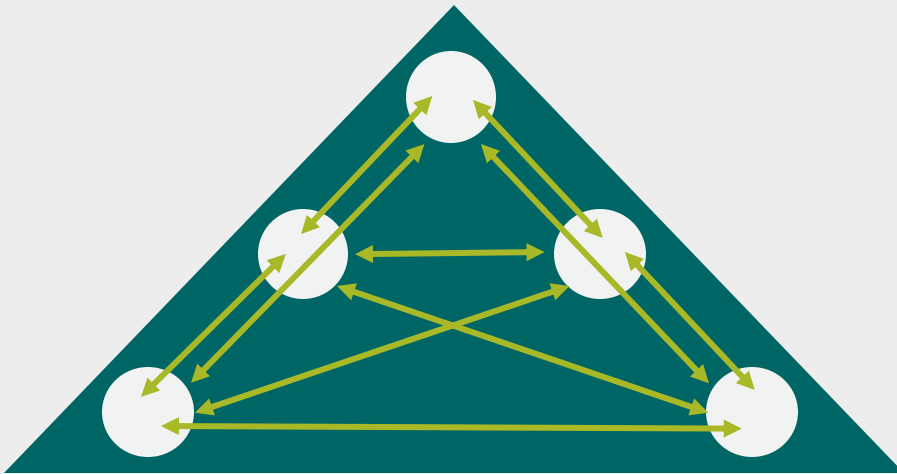
Sign of respect to wait for managers instructions

EGALITARIAN STRUCTURES

Multiple Reporting Lines

Many Channels

Information = Resources



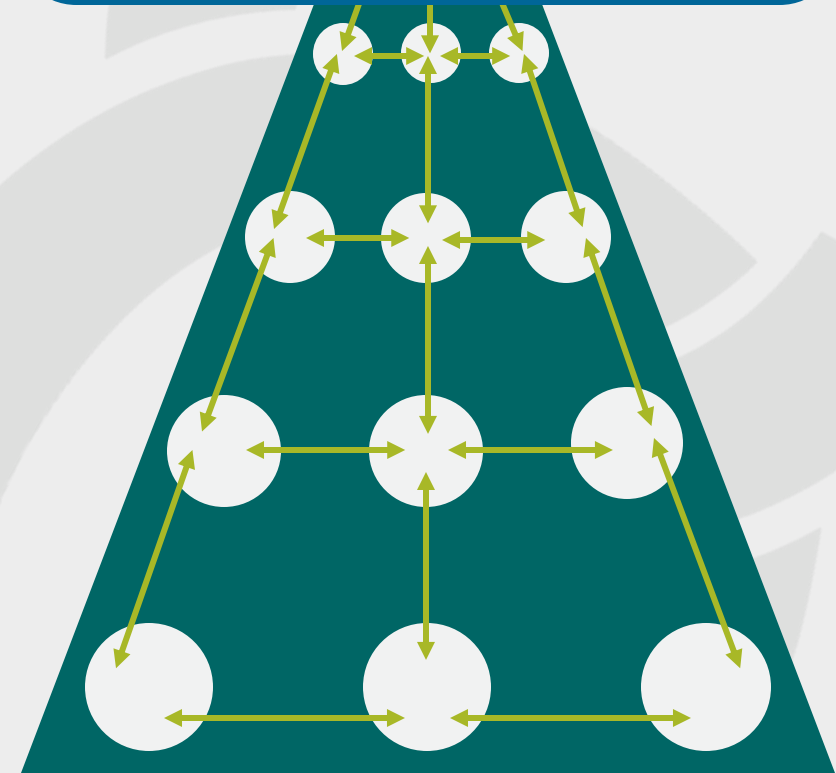
Flat, egalitarian

HIERARCHICAL STRUCTURES

One Reporting Line

Chain of Command

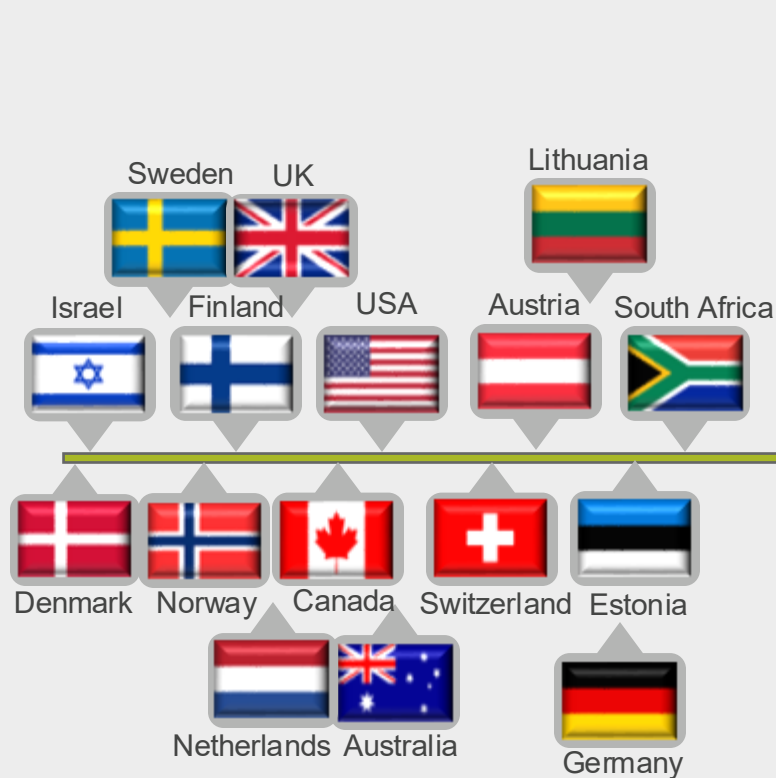
Information = Power



Steep, hierarchical

Power Distance

Egalitarianism



Hierarchy



Ref: Ørom 2022

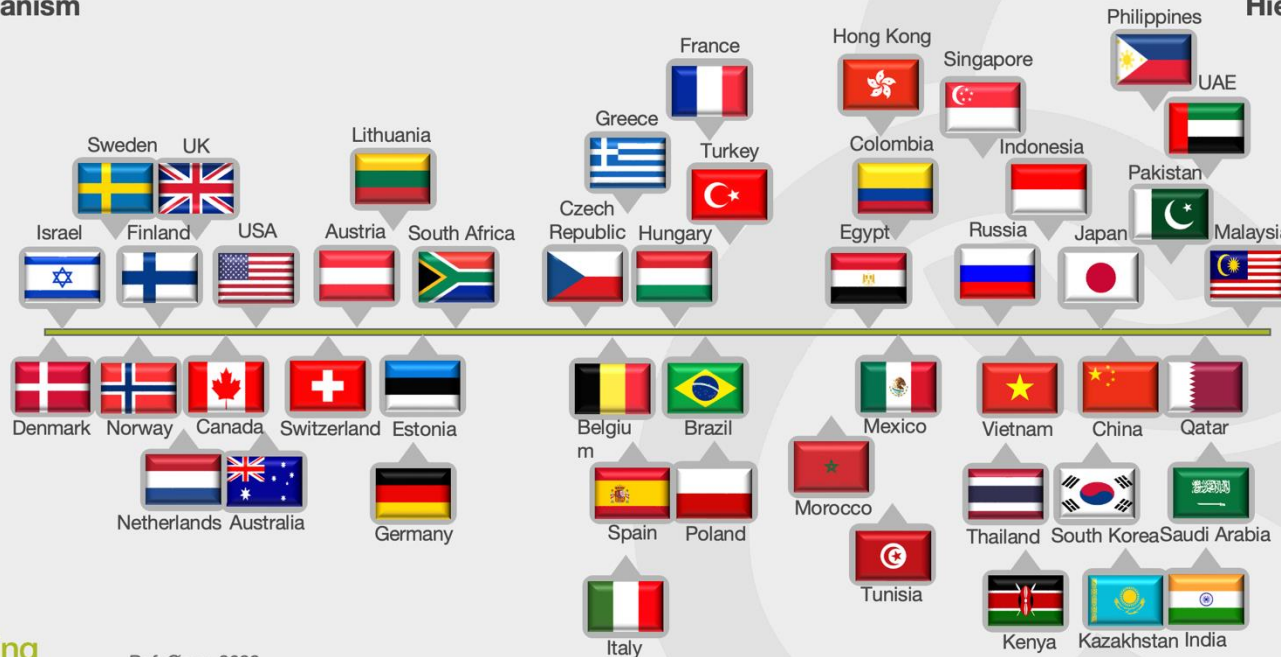


CULTURAL AWARENESS IS SELF-AWARENESS

Reflection

Egalitarianism

Hierarchy



1. Where would you place your department/team on the scale?
2. Where would you place yourself – your personal style and preference – on the scales?
3. What can you do to act in a more culturally inclusive way in
 - a) A team context
 - b) A teaching context
 - c) Supervising
 - d) Other situations?

Remember to be mindful about your own cultural biases

CROSS-CULTURAL COMMUNICATION



Emotionally Expressive

Direct

Indirect

Emotionally Inexpressive

Ref: Ørom 2022

Emotionally Expressive

1. Place your own preference communication zone in a working situation (you might place a circle to show your 'communication area')

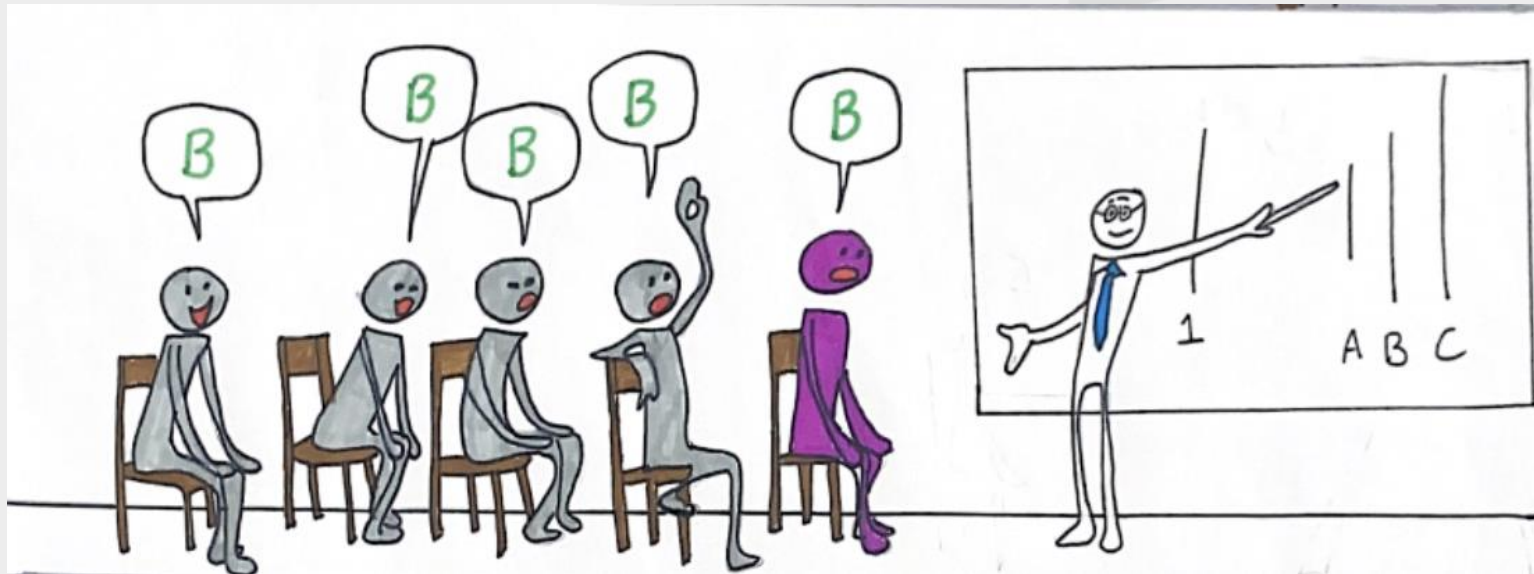
Direct

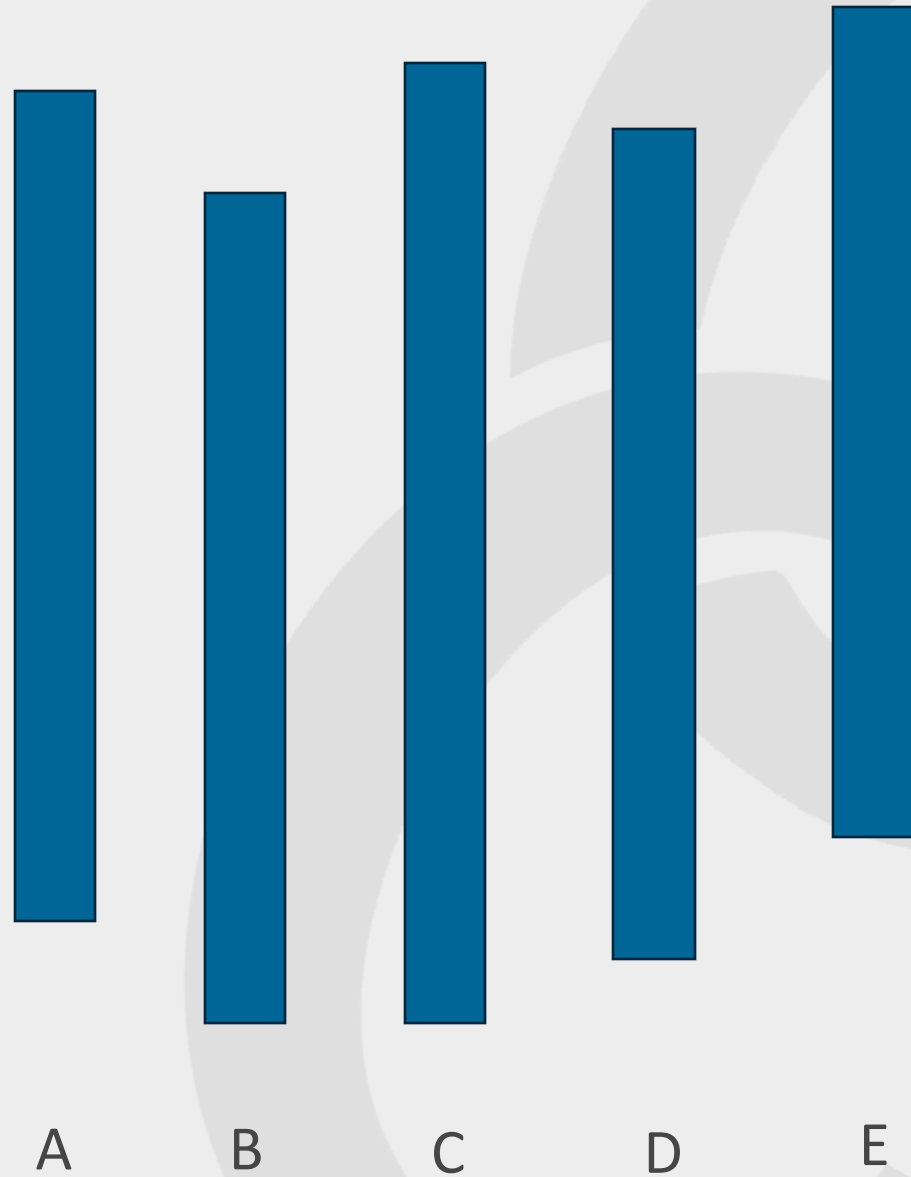
Indirect

Emotionally Inexpressive

Group bias / Conformity bias

We unconsciously change our beliefs or behavior to fit in with others





Emotionally Expressive

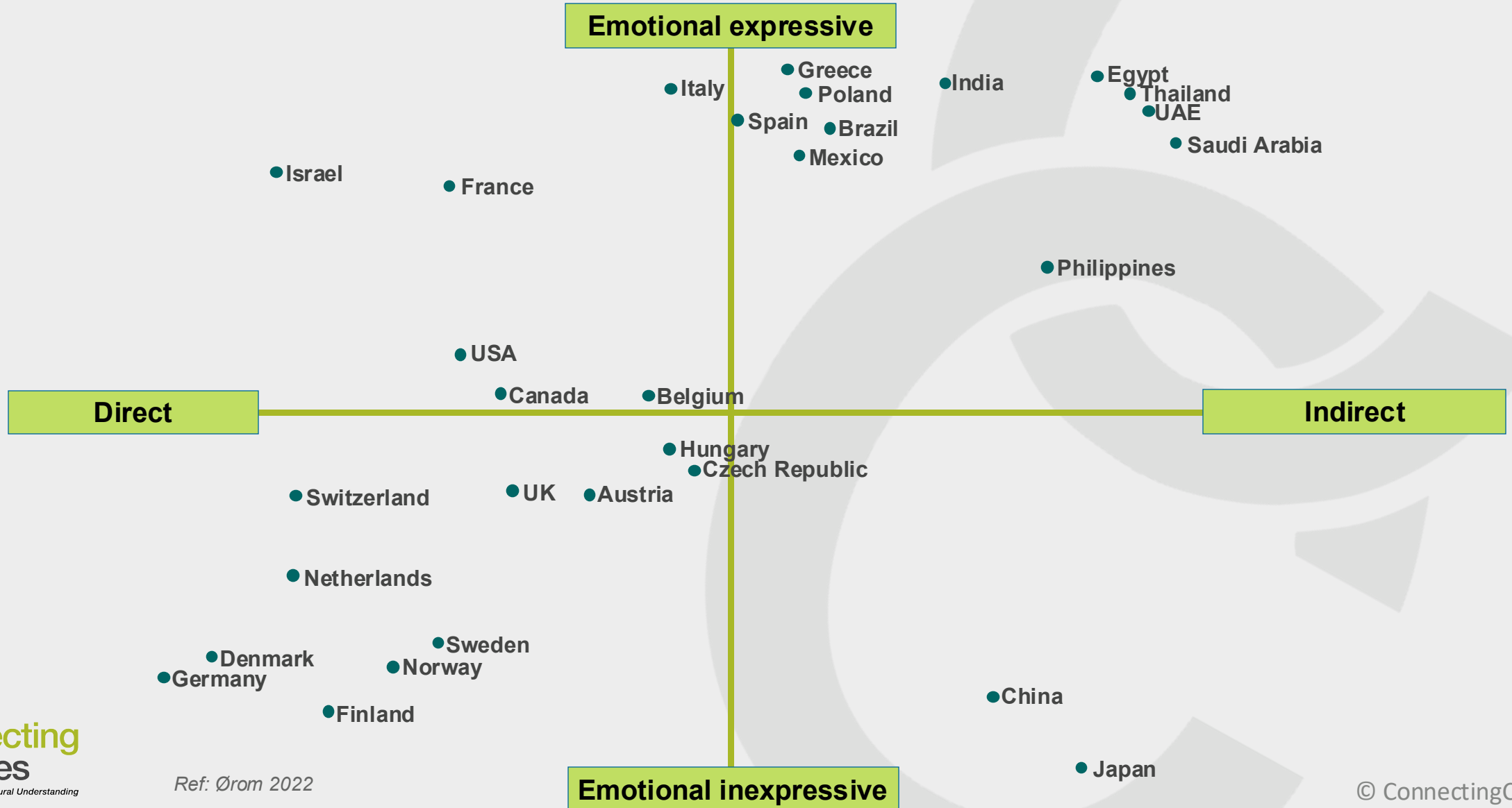
1. Discuss how your preferred communication style might influence your view on colleagues with a different verbal and non-verbal communication style.
2. What can you do to be more inclusive in different situations, such as meetings, informal knowledge sharing, idea development etc.?

Direct

Indirect

Emotionally Inexpressive

Expressiveness vs Communication



Building relations and trust across cultures





Coconut



Peach

Task or Relationship Orientation

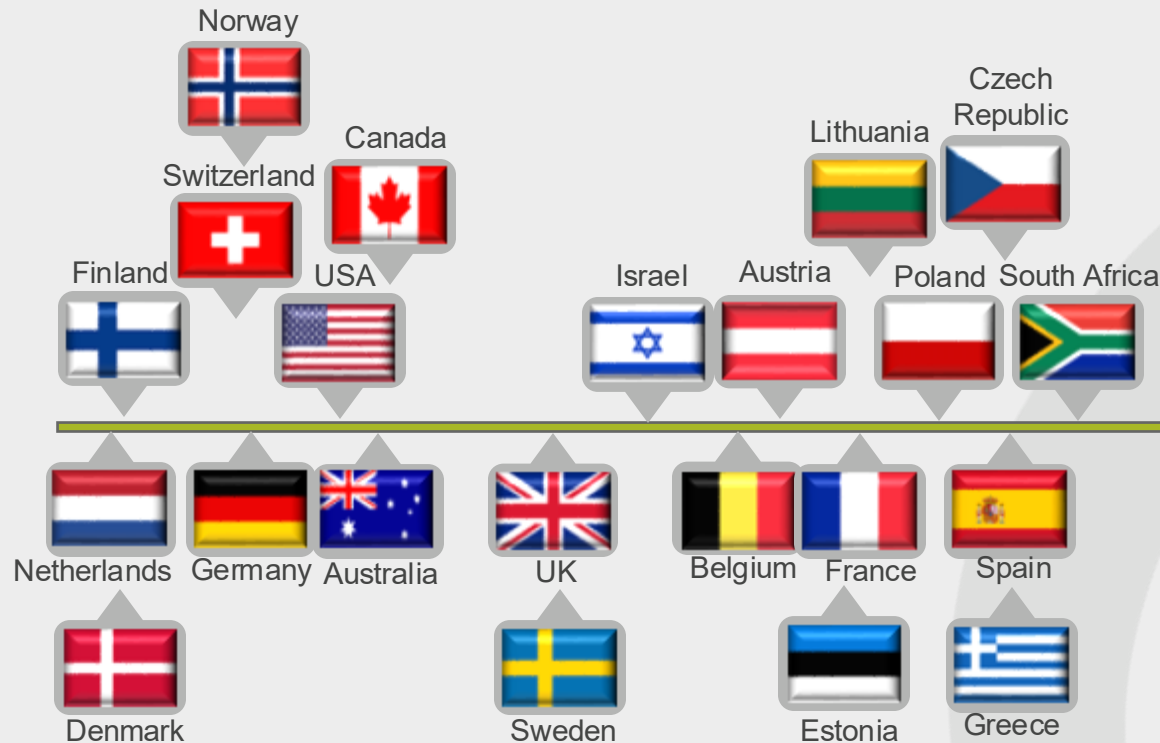
Task oriented

Relationship oriented



Task or Relationship Orientation

Task oriented



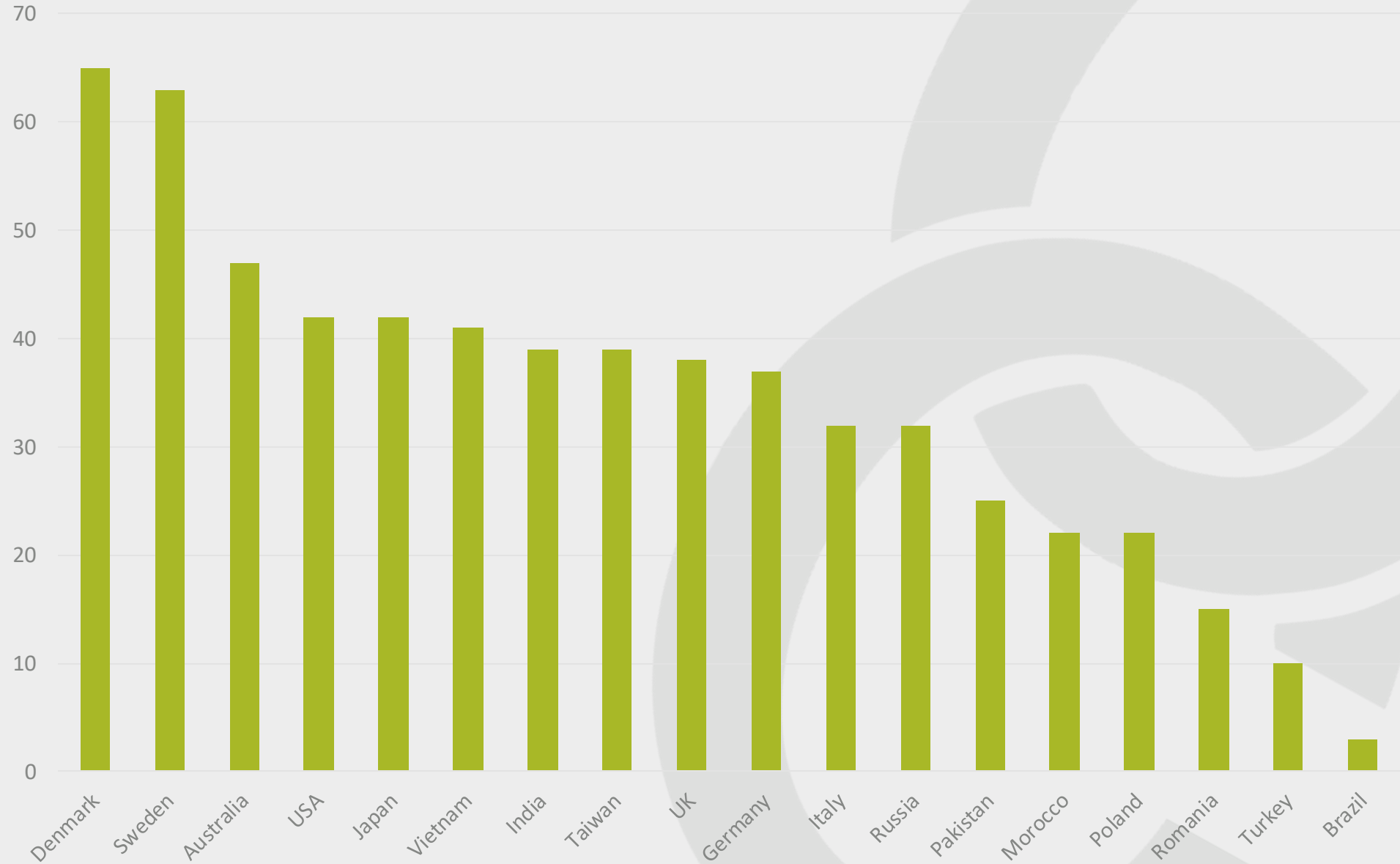
Relationship oriented



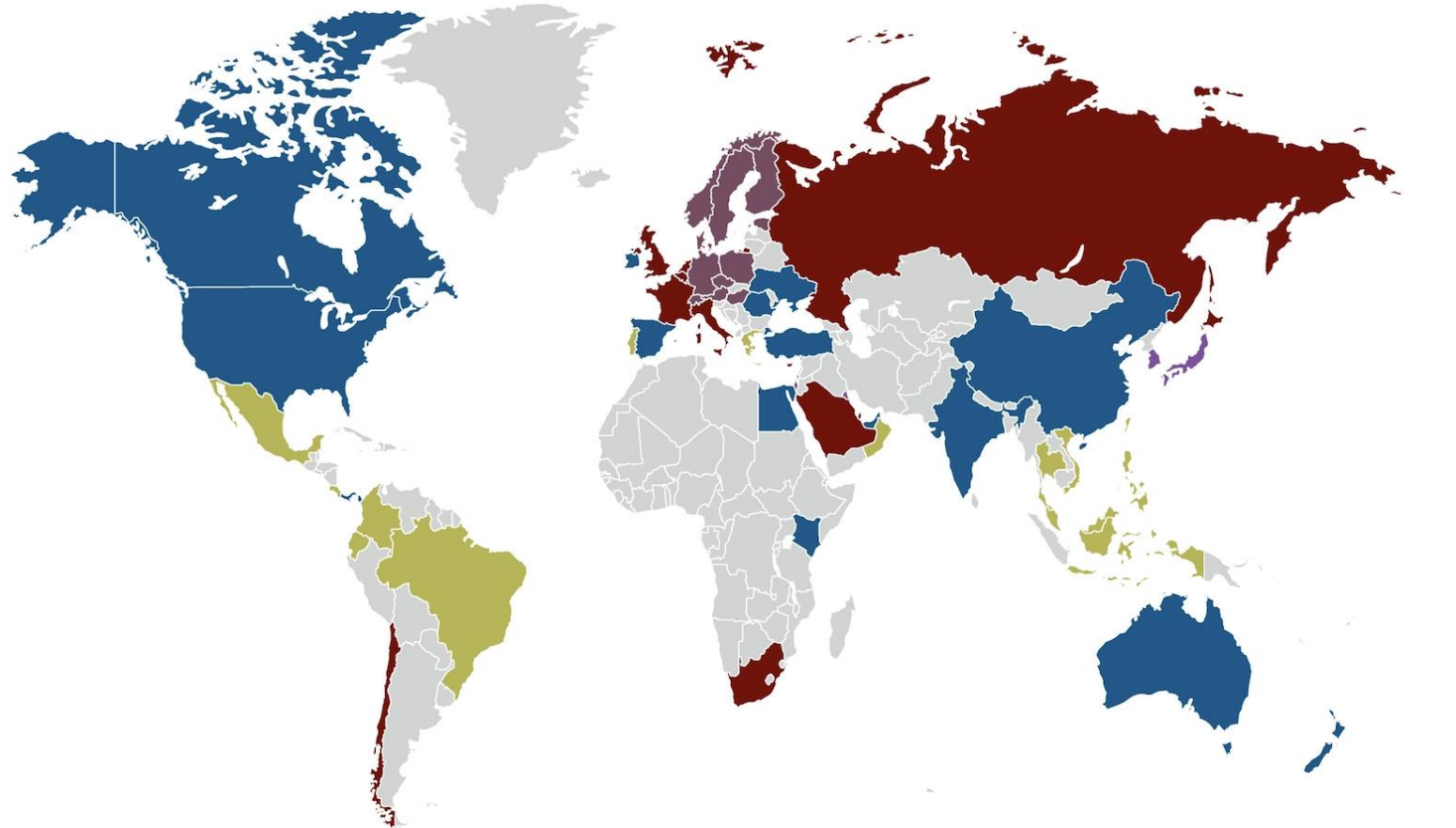
General trust



General trust



Friendliest countries in 2021



1 Taiwan	11 Ecuador	21 UAE	31 Cyprus	41 Luxembourg	51 Estonia
2 Mexico	12 Vietnam	22 Ukraine	32 Saudi Arabia	42 France	52 Germany
3 Costa Rica	13 Thailand	23 India	33 Malta	43 Hong Kong	53 Norway
4 Oman	14 Bahrain	24 Australia	34 Great Britain	44 Chile	54 Switzerland
5 Colombia	15 Malaysia	25 Egypt	35 South Africa	45 Russia	55 Czech Republic
6 Portugal	16 Ireland	26 Romania	36 Qatar	46 Japan	56 Sweden
7 Indonesia	17 New Zealand	27 Türkiye	37 Belgium	47 Hungary	57 Denmark
8 Greece	18 Canada	28 Panama	38 Singapore	48 Poland	58 Austria
9 Philippines	19 Kenya	29 USA	39 Italy	49 Finland	59 Kuwait
10 Brazil	20 Spain	30 China	40 Netherlands	50 South Korea	

CULTURAL DIVERSITY BONUS

1. Acknowledge, respect and include differences
2. See similarities
3. Build relations and trust



HUMAN BINGO

THANK YOU, DANKE SCHÖN, 謝謝,
OBRIGADA, спасибо, GRACIAS, KIITOS,
DANKIE, ARIGATO, धन्यवाद

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