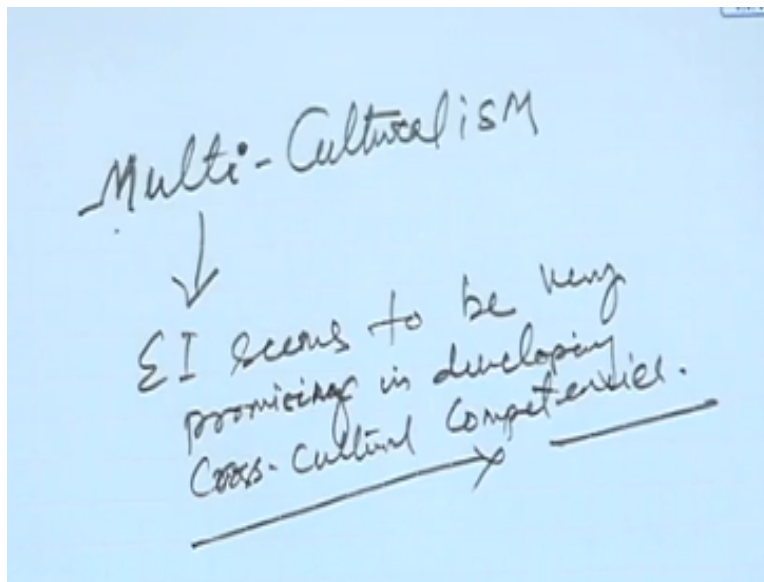


Emotional Intelligence
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Module No # 8
Lecture No # 39
Cultural Intelligence

Okay let us taking it forward let us examine how EI can be possible solutions formality culturalism because EI seems to be very promising seems to be very promising in developing cross cultural competencies. So let us examine how EI or emotional intelligence could be possible a tool for solving the multicultural in problems and will build cross cultural competencies.

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A bird's Eye view: points to ponder

- Understanding diversity
- Essence of cultural understanding
- Keys to Learning
- Culture & Worldview
- Who Am I?
- CQ: Assessment and intervention
- Valuing Cultural Differences
- Cultural Competence
- Cultural Competence Continuum
- Strategies for Enhancing Cultural Competence
- conclusion



So we are going to discuss a certain points like understanding diversity of problems. The essence of cultural understanding and the key learning from our discussion, how culture can build up old view who am I? How do I know? That I belong to a certain territorial group a cultural group a social group so then we look into what is my current status of cultural intelligence how I am aware about my cultural position how much knowledge I have regarding my own culture and other cultures.

How do I value cultural differences how do I embrace cultural similarities cultural how to create cultural competencies. Strategies for enhancing cultural competency and then we will conclude with some fruitful lessons and how EI could be an instrument nurture cross culture competencies in organization

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Lets explore....

- What do we need to establish to make this a safe space?
 - Ability to Pass or Participate
 - Respect of Differing Opinions
 - Meet people where they are
 - Use of "I" Statements
 - All Questions are Valid
 - Confidentiality
 - Risk-Taking Encouraged
 - Have FUN while learning
- What is missing?

. So let us explore what we need to establish to make this a safe space. Ability to pass or participate, respect of different opinion meet people where they are use of I statement all I questions are valid. I maintain confidentiality I may risk taking process person I always encouraged risk taking in my class have fun while learning is it possible to have fun and amusement in the class room. How far I keep on doing it? So these are few questions we keep asking ourselves but all this questions conveys what? What is missing in this let us explore this is all about you know reflecting different perceptions beliefs attitude

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When there are many people living in a same place in a same class room interacting with each other. How do we embrace each other? Honoring diversity stand if activity who are you? Where

am I from? What is my identity? So if you look into critically examine this sites you will find various people from various countries, various dress patterns, various actions, various behaviors. Different posters, different gestures, different thinking, different behaviors, so this is really creating a place for the whole world of diversity.

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Focus

- ✓ Understand how one's worldview, biases, and assumptions impact relationships with others, including co-workers, clients, and community stakeholders
- ✓ Learn about the benefit of demonstrating culturally competent attitudes and behaviors in an organizational setting
- ✓ Explore the Cultural Competence Continuum as a personal and organizational evaluation tool
- ✓ Discuss strategies for enhancing cultural competence to improve relationships and perform better in the work setting

So focus is let us understand how one's world view or biases or assumption impact relationship with each other when people from different cultures working each other. What are their behaviors that impacting other in terms of their work performance, in term of their promotions, in terms their survivals including co-workers, clients and community stake holders?

Will you also learn about the benefit of demonstrating culturally competent attitudes, behaviors in organization we will also explore the cultural competence continuum will examine the cultural quotient of the each individual that will empower that will ok there will give a status that will give a reason about a present status where do they stand on the cultural quotient platform. This will also help us to discuss strategies for enhancing cultural competence improve relationships and perform better in work settings.

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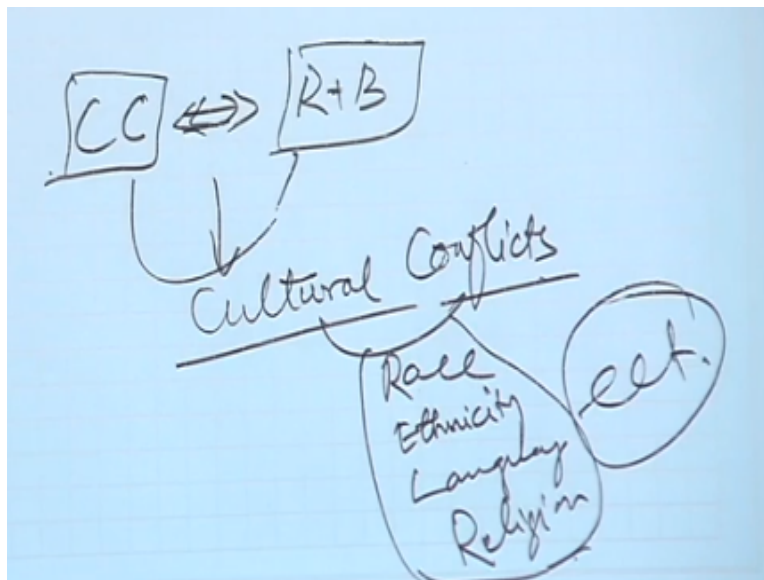
Take Home Messages

Cultural Competence = Relationship Building

- **INDIVIDUAL** - Get to know yourself (worldview, values, cultural identities) so you can better explore the uniqueness of others
- **ORGANIZATION** - Get to know your community (traditions, cultures, norms, practices, beliefs) so your agency can be more in tune with their assets & needs
- **SYSTEMS** – Get to know your agency (culture, mission, values, staff, services, policies, practices, philosophies) so you can better serve the community

So what is the take home message let us level can you level that cultural competencies equivalent to relationship building.

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How cultural competence so how cultural competence is really equivalent to relationship building there are ways and out let us examine cultural competence determines at the individual level, organizational level and whole system level.

So when you talk about cultural competency at individual level how do you perceive the whole world get to know yourself old views what are your values and cultural identity where do you stand in you know in the world rating in terms of science technology in terms of cultural

comparisons. So in terms of economic development in terms of happiness index so you can better explore the uniqueness of others do you really like Americans? Do you really like Chinese? Do you really like Japanese? Then why there is a horse race going in between who is superior who is inferior?

So when we compare each other and try to reflect our superiority instead of you embracing and accommodating each other probably there that gives rise to our inability to understand each other (()) (06:14) gives rise to or racial in cultural conflicts. This cultural conflicts may be based on race, ethnicity, language, a religion etc., so what is the (()) (06:41) having all the supremacy if the society is not in order so who can counter balance. So let us have some look at how organizations can suffer out of this set back of cultural competency.

Get to know about your community, tradition, norms, culture, practice, beliefs so as a person from a different culture, different country we often discuss this discrepancies in terms of expertise manager. Today you are working in TCS India tomorrow you have been posted in United States so you are not supposed to carry the Indian values to the work place of America you need to nurture you need to get to know what is working better their.

So that that is the indicating of the work cross cultural competency. How to accommodate? How to adopt? How to cope with other cultures? What are your resilience potentialities? What is your adoptability capacity? What is your tolerance mechanism? So this also the cultural competence pattern are also takes care of whole system.

Say for examples you know get to know your urgency, your culture, your mission say for examples like you know UNICEF, UNDP there are you know international agencies they are working day night for development of others across the globe. So who can be a better international agent a person who holds cross cultural competency who is you know? Who is less rigid? More flexible to embrace other culture so it can be more effective in his missions and in it assignment of goals

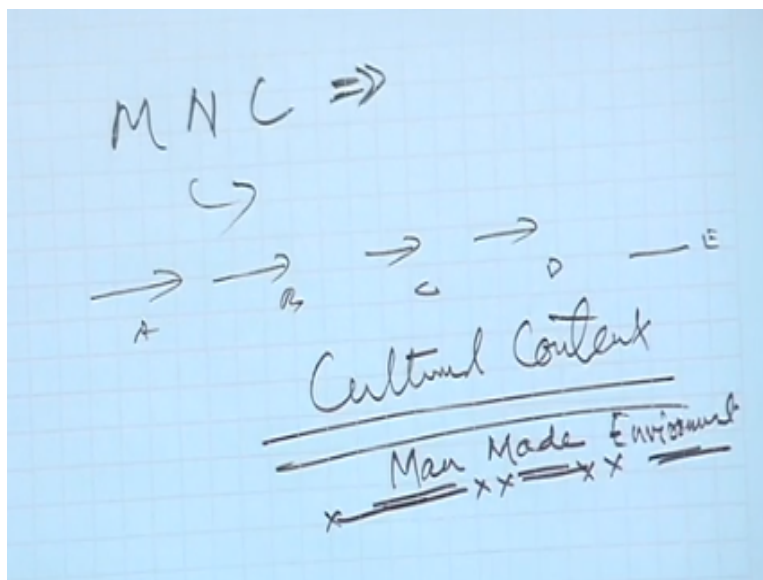
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Keys to Today's Learning

- Working with people is inevitably a cross-cultural enterprise.
- Becoming culturally competent is a process, not an endpoint.
- Everything we do exists within a cultural context.

so now the key learning from the discussion will be working with people is inevitable in a cross cultural enterprise.

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So now after globalizations we are living in a global village MNC's are uprating everywhere starting from Bangalore to Bagalore from Patna to you can say Bhuvaneshwar everywhere you can find out a multinational company or a multinational enterprise. So how do these companies survive how do the people survive so the true reality is that you need to develop some sort of cross cultural understanding and awareness in order to be effective in you work behavior.

Becoming culturally competent is a process not an endpoint so it is a continuum how you are growing on your cross cultural competency A B C D E the next reality is that everything we do exists within a cultural context. So the cultural understanding of the cultural context so very much important because culture is nothing but a manmade environment, so why so many Mc Donald are being attacked in many places of India.

Because the culture is not appreciated by local people so therefore the Mc Donald should adopt the local cultures. So that is why you know many times many best offers coming off every week. So in a box so box of veg items are being delivered in every subsidized rate just to attract customer that Mc Donald also even KFC also engaged into all sort of business it is not only about non veg or chicken.

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Keys to Today's Learning

- Becoming aware of our own personal cultural filters is essential to this work.
- “How to” and cookbook approaches to cultural competency work to promote stereotyping.
- Stereotyping is a natural part of what we (people) do.


So that that is the trick of the business and that are the tricks of the talents displayed in cross cultural competencies. You will be also able to you know becoming of our own personal cultural filter is essential to this work frame work. You will get to know the moment you adopt your cultures you will also get to know what is the difficulties you experience in a one cultures. You will filter out those difficulties and try to bring a change so that is why you know now a days taking place transformation in Indian societies.

In terms of starting from marriage to work place behavior everywhere, you know earlier days love marriage was not appreciated by Indian cultures now after globalizations parents are open to this kind of understanding between boys and girls. Second thing is how to and cook book approaches to cultural competence work to promote stereotypes.

So how far you can go and following a particular type of behavior or stereotype of activity that will not bring success in one's organization. How can how far you can hold this? So how this stereotype could be does stereotyping is the natural part of what we do in our everyday activities. But can it be minimized? Can it be reduced?

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Culture can be defined as...



“... vast structures of behavior, ideas, attitudes, values, habits, beliefs, customs, language, rituals, ceremonies, and practices peculiar to a particular group of people... [that]... provides them with a general design for living and pattern for interpreting reality...”

Wade Nobel, M.D., TA Partnership (2007)

Can we modify or? Yes that is possible through changing our culture, introducing our new culture, what is that? By changing the structure of our behavior, our ideas, customs, beliefs etc.,

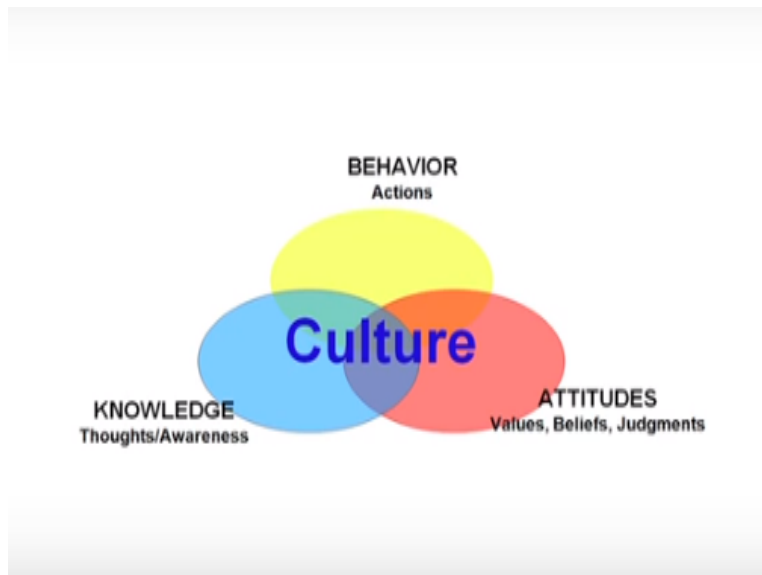
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Culture

- Patterns of learned and shared behaviors and beliefs characteristic of a particular social, ethnic, or age group.
 - Includes ways of thinking, communicating, interacting, and views on roles, relationships, customs, and values.
 - Includes beliefs and attitudes about race, ethnicity, gender, age, sexual orientation, religion, disability status, socioeconomic status, geographic location, and other characteristics

So the because culture can be learned it is otherwise known as the patterns of learned and severe behavior, beliefs characteristic. So therefore anything that can be learned that can be also changed.

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So this is how the total culture prevailing in a particular society affects one's attitude, knowledge and behavior. So therefore most of the times know sometimes our knowledge is more important sorry our culture is more important than our cognitive knowledge and skills.

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Cultural Considerations:

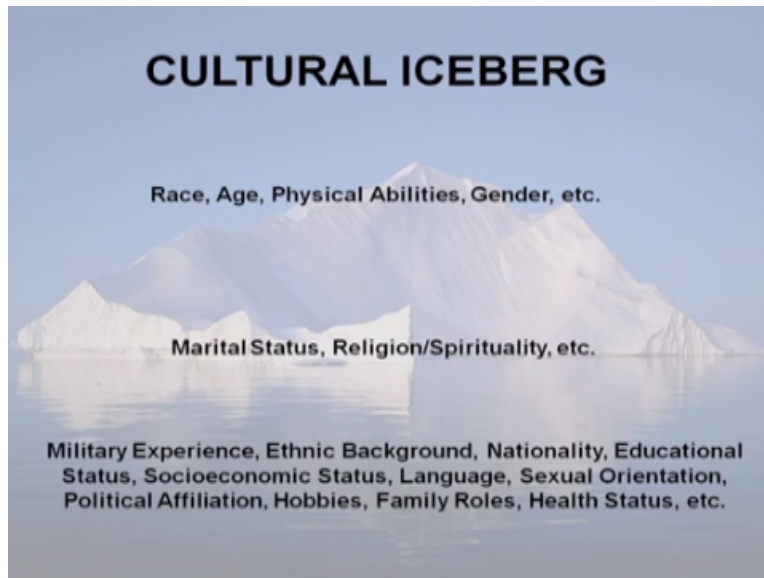
- ❖ *Ethnicity*
- ❖ *Race*
- ❖ *Country of Origin*
- ❖ *Gender*
- ❖ *Age*
- ❖ *Socio-economic Status*
- ❖ *Primary Language*
- ❖ *English Proficiency*
- ❖ *Spirituality / Religion*
- ❖ *Literacy Level*
- ❖ *Sexual Orientation*
- ❖ *Employment*
- ❖ *Geographic Location*
- ❖ *Physical Ability/Limitations*
- ❖ *Immigration Status*
- ❖ *Criminal Justice Involvement*
- ❖ *Political Climate*

So cultural considerations are there we need to understand they ethnicity, race, country of origin, gender, age, socio-economic status, primary language, English proficiency is because now English has been known as a global language.

So therefore emphasizes more going on towards the English language at the same time we also tried you know when societies are engaged in conflict, violence and aggression. We need to embrace the religious teaching; religious lessons in form of spirituality we want also want to know the literacy level. So that you can educate you can communicate in better way sexual orientation also you know the hatred feelings in that that has created very rigid barriers between you know general discrepancies.

Then sexual arrestment at work place so this kind of issues is emerging out of you knows lack of cross cultural considerations. So this can be also minimized but within then cross cultural framework even employment as issue emerging big in a recent times. Americans are now afraid of losing their jobs because their manufacturing units are relocating to Asian countries due to cheap labors. So this is also creating problems geographical locations, physical ability, immigration, criminal justice then political climate.

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Everywhere we need to put some sort of cultural understanding we know a very little about our cultural framework. Cultural iceberg is just like you know that human personality you know only one by tenth part of our personality similarly the same way most of our cultural you know understandings are hidden into the deep sea water need to discover it. More we discover about the cultural restriction boundaries frameworks better will be our understanding our attitude and behavior.

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So therefore it is very important to enhance and develop cultural awareness which will lead to development of cross cultural competencies.

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What if...

- Think about two of your most important cultural identities on the diagram...
 - Pretend that someone knew everything about you except those two important cultural identities.
 - Now, pretend those two important cultural identities were discussed in a negative way.



So think about most important cultural identities of the diagram pretend that someone knew everything about you except those two important cultural identities. Now pretend those two important cultural identities were discussed in negative ways.

So this kind of discussion and deliberation we will bring out a better understanding and will say your understanding about the whole world. So therefore we often say that culture shapes a world view if you are open to experience you will embrace changes, you will embrace the whole world otherwise if you are cultural very rigid that will restrict you and that you know will limit you within a very small frame work.

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Culture Shapes Worldview

- “A culturally based variable that directly affects and mediates our belief systems, assumptions, modes of problem solving, decision making and conflict resolutions (Ibrahim, 1991):
- An individual's perception of his or her relationship with the world, i.e., nature, institutions, people, and things (Sue, 1978).



A culturally based variable that directly affects and mediates our belief systems, assumptions or modes of problem solving, decision making and conflict resolutions so what not is possible through our cultural understanding it just gives an way out. So therefore we often say that cultures saves whole domain of human interactions and transactions and individuals perceptions of his or her relationship with the world for example like nature, institutions, people and thing.

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Cultural Differences = Culture Clash?



Most of the times engaged in avoiding pupils clashing with each other arguing with each other. Most of the arguments and conflicts are due to lack of understandings. So this is very essential to understand each other, to exchange each other cultures, to celebrate each other culture, that will provide a better understanding better platform for multicultural religion or cross culture adaptation.

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Creating Prejudice: How we learn to discriminate

The Cycle of Conditioning:

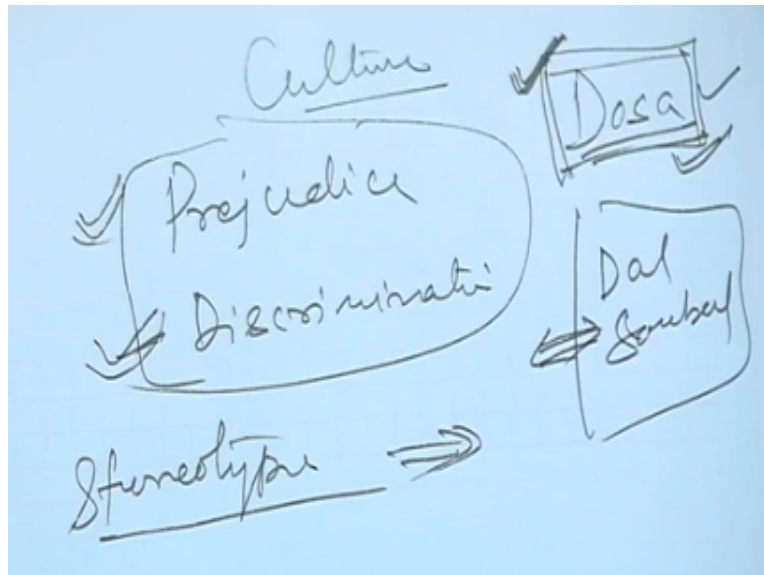
We are all influenced by our environment.



- Prepare
- Separate groups
- Differences pointed out
- Justify marginalized group's behavior
- Continue cycle-reinforced stereotypes

So many times you know creating prejudice how we learn to discriminate it is only our culture. Culture is the root cause of you know prejudice and discrimination prejudice and discriminations.

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We often say that this are two side effects of you know a culture. It often comes out of education our training and socializations but we do not know we hate people without any reasons what we call prejudice. We hold negative feelings about others because of no reasons, because we have not taught to do so.

So therefore this could be also you know reduce to minimum through educations and trainings. So therefore cycle of condition we have been condition to behave in a particular way that is what we call our stereotype. A particular area of a person is habituated by taking a particular type of food say for example if you travel various parts of India you will find from downside of people are comfortable in the breakfast is Dali and Sambar.

But when you move towards you know top of the hill in the north people are comfortable with you know called paratha and a pickle or Dahi they called curd and paratha. So these kinds of food habits are very prominent in a particular culture but the moment there is cultural assimilation, cultural accommodation, people try to exchange with each other in the process now you know what we call Dali and Sambar.

So this is a typical South Indian breakfast that has become you know a Indian dish the whole India is practicing it. You can talk about Dosa this is you know this is a dish that can be taken three times in a day. You can take it in as a breakfast you can take it as lunch. You can take it as dinner. So everybody is comfortable everybody as realize the benefit of it and embraced it.

So this is how the cultural assimilation as done but practicing it I am person from down south I will eat anything other than dosa. That is what we call the cultural constants that is a mental programming that always talks about rigid it no change. So that will create stereo types rather than being any change so therefore the cyclic of condition of condition pertaining we all are influenced by our environment like prepare us good thing that separate us from groups also.

That creates differences in point of view we point out am good in this you are bad in that, justify marginalized group behavior and continuous cycle re reinforced stereo types. So these are some of the knowing the outcomes of pre cultural prejudice.

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Video: “A Class Divided”

Jane Elliot

<http://www.pbs.org/wgbh/pages/frontline/shows/divided/>

- Keep in mind the cycle of conditioning.
- Note your reactions.
- Have you seen this in other settings?

Well this is the video which talks about a class divide how there is you know class conflict or a group conflict are there. So this video is available in You Tube or also in Google search so you can also later try and get to know about it how this situation is? And you can evaluate how the cycle of conflict is coming out of cycle of conditioning and you can note down your reaction to that those events that running in that videos and there after examine in this issue what is the reason behind it what could be the possible solution for that.

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Discussion about Video

- What did you notice about yourself and your reactions / feelings?
- Have you ever felt left out, different, or discriminated against?
- How did the cycle play out?
- How do you see the cycle playing out in society today?
- How do we break or interrupt this cycle?

Well this is the way you can discuss about what did you notice have your ever felt left out? How did the cycle play out? How do you see the cycle playing out in society today? How do you

break or interrupt this cycle of conditioning? You know you can go through the video and educate yourselves and bring out some understanding about cross cultural interactions.

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Cross-cultural Interactions

'We all use stereotypes, all the time, without knowing it. We have met the enemy of equality, and the enemy is us.'

~ Psychology Today

So this shows that this is the article published in psychology today long back, we all use stereotypes all the times, without knowing it. We have met the enemy of equality and enemy is with us, so there are many good things and bad things that are present within us. It is we need to examine and find out the way out and to catch hold of good things. To discover and invent those good things that will create a good society that will facilitate interaction among cultures that will reduce the barriers among groups.

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Breaking the Cycle by Becoming More Mindful

"Promising evidence in social cognitive psychology indicates that with sufficient motivation, cognitive resources, and effort, people are able to focus on the unique qualities of individuals, rather than on the groups they belong to, in forming impressions and behaving toward others."

So breaking the cycle by becoming more mindful so let us examine this is called what the socio cognitive psychologist. They talk about their promising evidence in social cognitive psychology that indicates that with sufficient motivation cognitive researches and efforts. People are able to focus on the unique qualities of individuals rather than the group they belong to informing impression and having towards each other.

So that is why in the process of forming group we were trying to establish our individual supremacy. Which is becoming the root cause of your know lot of stereotype prejudice and discriminations in the process

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Reducing the Impact of Stereotyping

These efforts may, over time, reduce the strength of stereotyping:

- ✓ Commit to change.
- ✓ Monitor and attempt to make better hidden attitudes before they are expressed through behavior.
- ✓ Make a conscious decision to be egalitarian, which may lead one to widen one's circle of friends and knowledge of other groups.



. But how can we reduce the impact of stereotype so let us check it these efforts may over time reduce the strength of stereotyping but commit to change how far you are committed towards change. How far you know link to you know bring a change in your behavior.

Monitor and attempt to make hidden attitudes before they are expressed through your behaviors you are habituated with the particular type of behavior. Can you make a note of every mistakes or error you are making and then out a thought over it that yes next time I will not do it. So always maintain a diary maintaining a diary of mistakes and unaccepted behavior by others. We will probably give you some thoughts to reduce our stereotypes.

Make a conscious decision to be egalitarian or which may lead one or to widen once circle of friends and knowledge of other groups. There are many things you know sometimes some people say I am interrogate person but in my life I have seen many interrogates are becoming extra effort by their own efforts. So similar you know one day I was watching that the famous comedian Kapil Sharma Show in Sony television he was saying you know the person who is sitting over as a judge mister Navajoit Singh Siddu.

There was a point of time this person was so shy so interwar he was even avoiding you know the television reporters because he goes for giving press release they will the press people will ask so many things. So will create so many problem for him or he is a shy fellow we will not be able to express. So that is why he intentionally avoiding press reporters but you look at him how he is campaigning in politics? How he is delivering?

You know every his show is you know he is expressing him such a way as if you know he is very vocal you know very expressive etc, and looking like a extra word person. So one can change by putting lot of efforts that is what anything is possible any change is possible by efforts.

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How does Cultural Competence
relate to your work???

Then how does cultural competence relate to your work whether it is industry manufacturing units or health sectors service sectors everywhere we need to nurture cross cultural competency. Today you are a doctor in India tomorrow you have gone United States you are treating people

all across the globe you should not say that I only teach in Indian or I only serve Indians. So that should not be once attitude so let us see how it matters in work cultures.

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Common Critiques of Cultural Competency

It's a **Soft Construct** because:

- It's not skill-based
- It's not data-driven
- It's not linked to specific outcomes
- It's hard to operationalize

This is a very soft construct because it is not skill based, it is not data based it is not linked to specific outcomes, it has hard to operationalize.

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Cultural competence enables a person to...

- Value the differences/similarities between persons and groups
- Make the knowledge of a culture a part of oneself
- Focus on one's strengths and capacities
- Recognize the importance of a person's life context



So therefore there are difficulties in developing but once you identify the differences that lie in colors that lie in perceptions that lie in also similarities. One can easily develop so if you want to understand the different people in different context you need to enhance your cultural

competency. Make knowledge of your culture as a part of oneself, focus on one strength and capacities recognize the importance of a person life in context.

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Cultural competence enables an agency to...



- Respond to demographic changes in the community
- Work towards eliminating disparities in the health status of multicultural people
- Improve quality of services & outcomes
- Meet legislative, regulatory, & accreditation mandates
- Gain a competitive edge in the marketplace
- Provide community focused service delivery
- Enhance the workplace environment

But cultural competencies enables and agency to understand various demographics across different countries. So if you look at the figure here you will find the people from different culture different countries putting their hands together for achievement of common goals. So this shows that how people respond to demographic changes in the community today's work place is much more diverse than five years before. Because any MNC's you talk about India, Japan, Korea, China now MNC means multi Culture MNC means multi countries MNC means multi nation, multi-language, multi religion.

So therefore work towards eliminating disparities in health status of multicultural people or improve quality of services meet legislative or regulatory accreditation mandates provide community focus services enhance the work pressure environment.

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What is Cultural Competence?

Multidimensional Construct

- Individual Level
- Organizational Level
- Systems Level

Well as you all discuss that you know what is cultural competence and why we call it has a multidimensional construct (()) (28:05). It decides at the level of individual organizational and systems level so therefore people needs different kinds of different levels of understanding about others culture. So you can ask people and to carry out a small quiz what do you know about other cultures like say for examples being a Americans you know what do you about Indian rituals?

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Cultural Competence True or False Quiz

What are the most famous social rituals that is celebrated in India? Somebody says Holy somebody says Diwali. So likewise this are certain things you know that you can better deal with other cultures.

So now a days MNC"s are functioning in a better way in cultures. Because they are tapping in the cultural ethos of other countries like as an IBM organizations being an American company you do not give local leave on the day of Holy or Diwali. Your organization is going to suffer so therefore even multicultural companies are multinational enterprise needs to practice culture specific behavior thank you