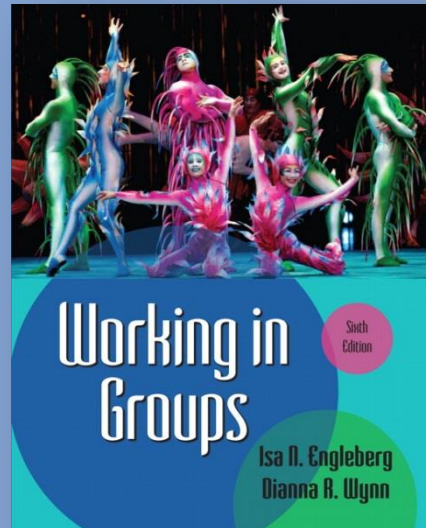


Working in Groups *6th edition*



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Group Diversity

❧ Chapter Four ❧

Definition of Culture

A learned set of shared interpretations about beliefs, values, and norms which affect the behaviors of a relatively large group of people

Myron Lustig and Jolene Koester,
Intercultural Competence: Interpersonal Communication across Cultures

Co-Culture

A group of people who coexist within the mainstream society, yet remain connected to one another through a common cultural heritage

Co-Culture Examples

Native American

African American

Italian American

Example: ?

Example: ?

Example: ?

Three Layers of Diversity



Barriers to Understanding

Ethnocentrism

- Example: _____

Stereotyping

- Example: _____

Prejudice

- Example: _____

Discrimination

- Example: _____

Big Five Personality Traits

Big Five Personality Traits		Opposite Personality Trait
Extroversion	Outgoing, talkative, sociable, assertive, active	Introversion
Agreeableness	Cooperative, friendly, courteous, flexible, trusting, good-natured, tolerant	Disagreeableness
Conscientiousness	Self-disciplined, organized, thorough, responsible, hard-working, persevering	Carelessness
Emotional Stability	Calm, poised, secure	Neuroticism
Openness to Experience	Imaginative, curious, broadminded, intelligent, original, artistically sensitive	Closed to Experience

Myers-Briggs Personality Types

Myers-Briggs Type Indicator® (MBTI)

- Helps explain why group members think and interact in different ways
- Examines how members use their minds to *perceive the world* and *make decisions*
- Divides preferences of thought and behavior into four dialectic categories

Myers-Briggs Categories

Extrovert ←	→	Introvert
Outgoing, sociable, expressive		Reserved, private, contained
Enjoys groups and discussions		Prefers one-to-one interactions
Talks first, then thinks		Thinks first, then talks
Thinks out loud		Thinks to himself or herself
May dominate discussion		May speak less in discussion
Gets energy from being with others		Needs time alone to reenergize

Myers-Briggs Categories

Sensor



Intuitive

Focuses on details

Focuses on the big picture

Practical and realistic

Theoretical

Likes concrete information

Likes abstract information

Likes facts

Gets bored with facts and details

Trusts experience

Trusts inspiration and intuition

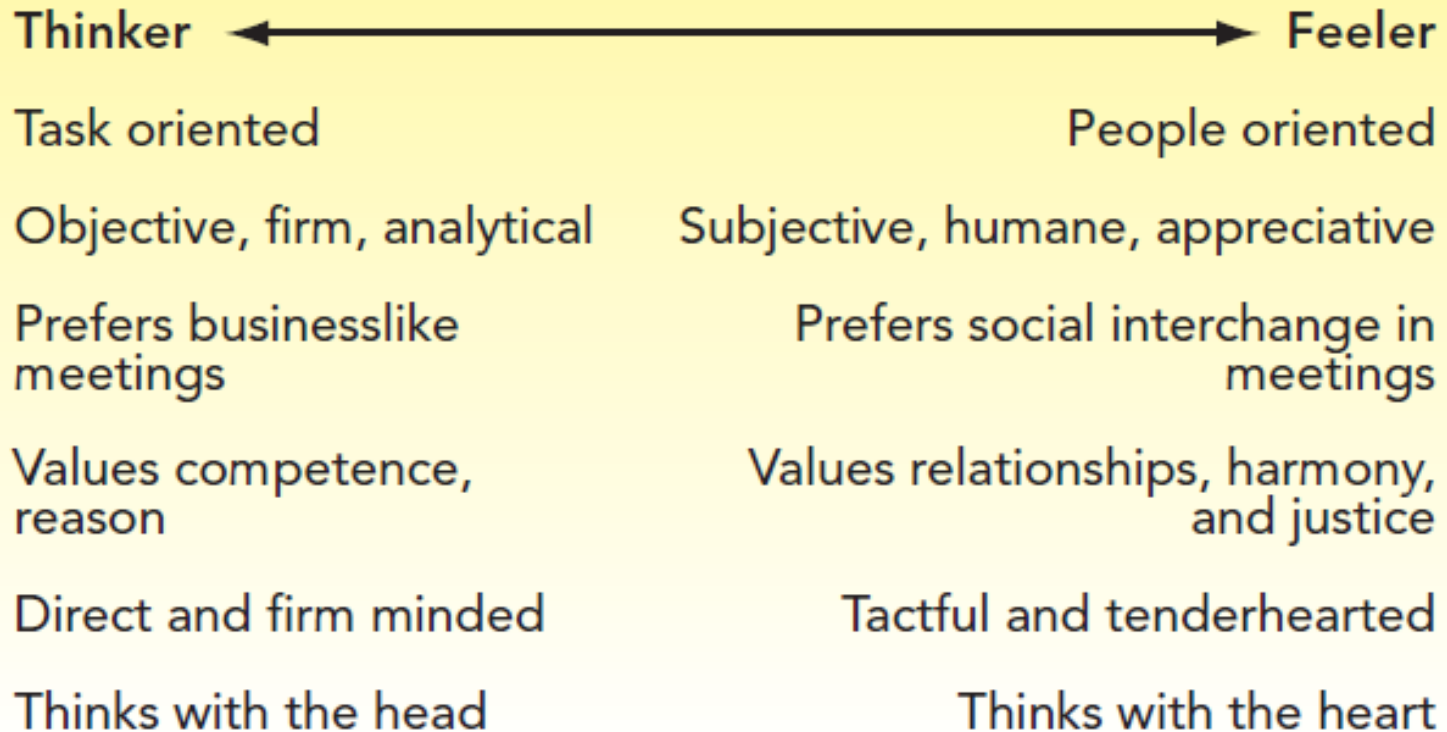
Values common sense

Values creativity and innovation

Likes rules

Likes to bend or break rules

Myers-Briggs Categories



Myers-Briggs Categories

Judger ←	→ Perceiver
Values organization and structure	Values flexibility and spontaneity
In control and definite	Goes with the flow
Likes deadlines and is usually punctual	Dislikes deadlines and is often late
Work now/play later	Play now/work later
Needs standards and expectations	Feels constrained by rules, takes risks
Adjusts schedules to complete work	Works at the last minute

Myers-Briggs Implications

Groups are more successful

- when all personality types are represented.

Understanding personality types helps a group:

- capitalize on differences in personality styles and preferences.
- foster group productivity and cohesiveness.

PowerPoint Quiz

Reggie likes to coordinate the group's work and keep it organized. He never misses a deadline and expects others to do the same. Which Myers-Briggs personality trait best describes Reggie?

- Sensor
- Judger
- Intuitive
- Perceiver
- Thinker

Cultural Dimensions

Geert Hofstede: Four Cultural Dimensions

Individualism and
Collectivism

High and Low Power
Distance

High and Low Uncertainty
Avoidance

Masculine and Feminine
Values

Edward T. Hall: Two Cultural Dimensions

High and Low Context

Monochronic and
Polychronic Time

Individualism-Collectivism

Individualism

Emphasizes the independence and individual achievement

United States, Australia, Canada

Collectivism

Emphasizes the needs and goals of the group, rather than the individual

Asian and Latin American countries

Power Distance

High power distance

Accepts differences in power as normal

Assumes all people are not created equal

Mexico, India, Singapore

Low power distance

Power distinctions are minimized

New Zealand, Denmark, Israel

Uncertainty Avoidance

High uncertainty avoidance

Uncomfortable in unstructured and unpredictable situations
“What is different is dangerous.”

Prefer rules, plans, routines

Japan, Belgium, Greece

Low uncertainty avoidance

Comfortable with ambiguity and unpredictability
“What is different is interesting.”

Can work independently without supervision

Jamaica, Hong Kong

Masculine-Feminine Values

Masculine Value Societies

Men are assertive, tough, and ambitious

Women are modest, tender, and focused on the quality of life

Japan, Venezuela, Italy

Feminine Value Societies

Gender roles overlap

Men and women value tenderness and care about the quality of life

Sweden, Norway, Denmark

High context-Low context

High-context Culture

Meaning is communicated through nonverbal behavior and the nature of interpersonal relationships

Messages are implied and context sensitive

Japan, China, Greece, Mexico

Low-context Culture

Meaning is expressed primarily through language

Messages are direct, factual, and objective

England, United States, Germany

Monochronic and Polychronic Time

Monochronic time

Events are scheduled as separate items, one thing at a time

Time is valuable; schedule and deadlines are important

North America, Northern Europe

Polychronic time

Schedules are not very important, deadlines are missed, interruptions are tolerated

Kenya, Argentina

For Women: How to Adapt to Male Group Members

- Don't expect or force men to talk about or display their emotions.
- _____
- _____
- Let men know that you appreciate their objective analysis and detachment.

For Men:

How to Adapt to Female Group Members

- Don't use sarcasm or tell women they're illogical.

- _____

- Don't worry about being unkind if you disagree with a man.

- _____

Generational Dimensions

Traditionalists: 1900-1945

Baby Boomers: 1946-1964

Generation Xers: 1965-1980

Millennials: 1981-1999

Working with Baby Boomers

- Respect Baby Boomers and acknowledge their experience.
- Communicate face-to-face rather than relying totally on email.

- _____

- _____

Working with Generation Xers

- Get to the point and state your objectives.
- Avoid micromanaging Generation Xers.

-

-

Religious Literacy

The ability to understand and use the religious terms, symbols, images, beliefs, practices, scripture, heroes, themes, and stories that are employed in American public life.

Adapt to Religious Dimensions

How do the needs, attitudes, and practices of others' religions affect the group's work?

What adaptations, if any, should you make to accommodate the religious practices or beliefs of other members?

Essay Questions

The Golden Rule—“Do unto others as you would have them do unto you”—may not work in groups with diverse members.

- Why is this true?
- What strategies can help you learn more about different cultures?

PowerPoint Quiz

- A. Ethnocentrism
- B. Stereotyping
- C. Prejudice
- D. Discrimination

- ___ Generalizations about a group of people that oversimplify their characteristics
- ___ Negative attitudes and beliefs about others based on faulty or inflexible beliefs
- ___ A belief that your culture is superior to other cultures
- ___ Actions that exclude certain people from opportunities granted to others

Match the Personality Traits

___ Extrovert

___ Introvert

___ Sensor

___ Intuitive

___ Thinker

___ Feeler

___ Perceiver

___ Judger

A. Objective and fair

B. Well organized

C. Tenderhearted and tactful

D. Theoretical

E. Reserved and private

F. Talks first, then thinks

G. Practical and realistic

H. Goes with the flow

True or False about Religions

True or False:

___ Christianity is older than Islam.

___ Jews celebrate Christmas and Easter.

___ Hinduism is older than Buddhism.

Add your own true/false statements:

___ _____

___ _____