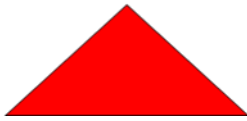





## Handout: the advantage of cultural diversity

**Culture** is your feel-good-zone, where you feel free within the limitations set by your culture

**The Model of Freedom** visualises 4 main orientations

<p><b>Action</b></p>  <p><i>Focus on doing</i></p>	<ul style="list-style-type: none"> <li>▪ Drive to achieve</li> <li>▪ Decisive</li> <li>▪ Fast: time is money</li> <li>▪ Mistakes happen</li> <li>▪ Risk taking</li> <li>▪ Tangible and visible results count</li> <li>▪ Future oriented</li> </ul>	<p><b>Task</b></p>  <p><i>Focus on individuality: the task defines the relationship</i></p>	<ul style="list-style-type: none"> <li>▪ Direct style of communication</li> <li>▪ Personal responsibility</li> <li>▪ Focus on rights</li> <li>▪ Belief in equality: "you may be different, but not 'better' than me"</li> </ul>
<p><b>Process</b></p>  <p><i>Focus on thinking</i></p>	<ul style="list-style-type: none"> <li>▪ Value discussion and preparation</li> <li>▪ Careful decision making, analytic</li> <li>▪ Drive to prevent mistakes</li> <li>▪ Past oriented</li> <li>▪ Time is an investment</li> <li>▪ The (intellectual) process counts</li> </ul>	<p><b>Role</b></p>  <p><i>Focus on community</i></p>	<ul style="list-style-type: none"> <li>▪ Clear role</li> <li>▪ Focus on duties and responsibilities</li> <li>▪ Quality and discipline count</li> <li>▪ Conflicts are perceived as disruptive</li> <li>▪ Indirect and formal communication</li> </ul>

### 3 Steps in using diversity as an advantage:

1. awareness: this allows us to use the advantages of our preferred style
2. appreciation: appreciate other styles as possible ways to success
3. authenticity: adopt, don't adapt

### Skills needed to use this diversity:

1. **Creative perception (related to awareness):** the ability to recognise the tendencies and biases in our own perception.
2. **Postponing judgement (related to appreciation):** to benefit from other perspectives, it is key that different views are not automatically labelled as wrong, but are welcomed without judgement.

