



# The Biggest Challenge for Multicultural Teams

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# The Biggest Challenge for Multicultural Teams

- ◆ To discover the extent to which we believe our culture to be biblical.



# Biggest Challenge

- ◆ First need to understand culture



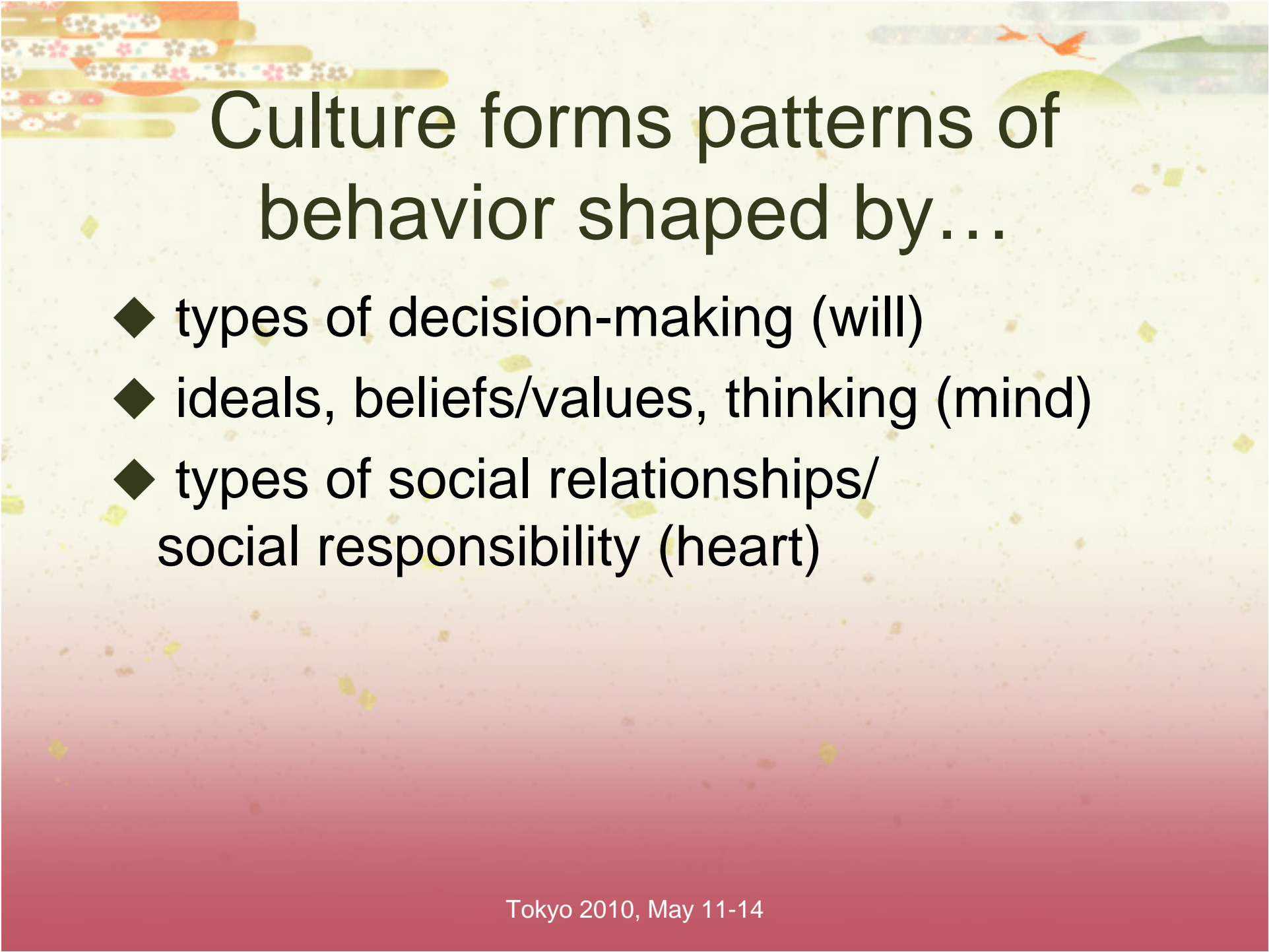
# A Model of Culture

- ◆ What comes to mind when you think about culture?



# Culture

We are shaped by our culture through the ideals and values reflected in how we carry out our everyday activities.



# Culture forms patterns of behavior shaped by...

- ◆ types of decision-making (will)
- ◆ ideals, beliefs/values, thinking (mind)
- ◆ types of social relationships/  
social responsibility (heart)



# Learning culture

Using a model of culture--

Structure and Community

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# British social anthropologist, Mary Douglas

- ◆ Studied cultures all over the world
- ◆ Found two main dimensions
  - ❖ Structure (grid), differences
  - ❖ Community (group), similarities



# Structure and Community

## ◆ Differences (Structure)

age

gender

social status

job, prestige

ethnicity/color

wealth

# Community

- ◆ Similarities (Community)  
cohesiveness through regular socializing  
social responsibility

The background features a light yellow to red gradient with scattered gold and yellow diamond-shaped confetti. In the top left, two orange cranes are flying. In the top right, there are horizontal bands of colorful floral patterns. In the bottom right, a white crane is standing on a red circular base.

Two dimensions form  
*4 four different cultural activities*

- 1. Individuating*
- 2. Subjugating*
- 3. Hierarching*
- 4. Equalizing*



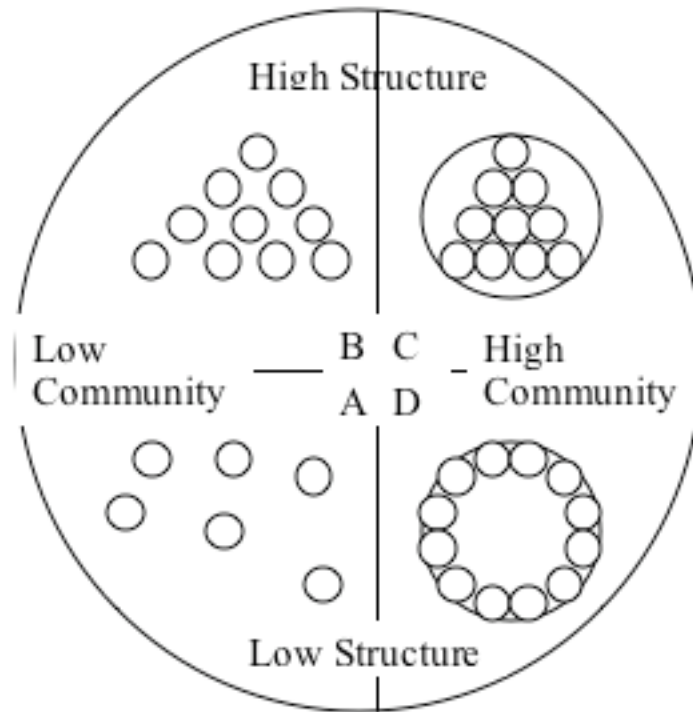
# Cultural Ideals maintained by..

- ◆ 1. Individuating behavior
- ◆ 2. Isolating behavior
- ◆ 3. Hierarching behavior
- ◆ 4. Equalizing behavior

# 4 Types of Cultural Ideals

- ◆ A= (weak structure, weak community)
- ◆ B= (strong structure, weak community)
- ◆ C= (strong structure, strong community)
- ◆ D= (weak structure, strong community)

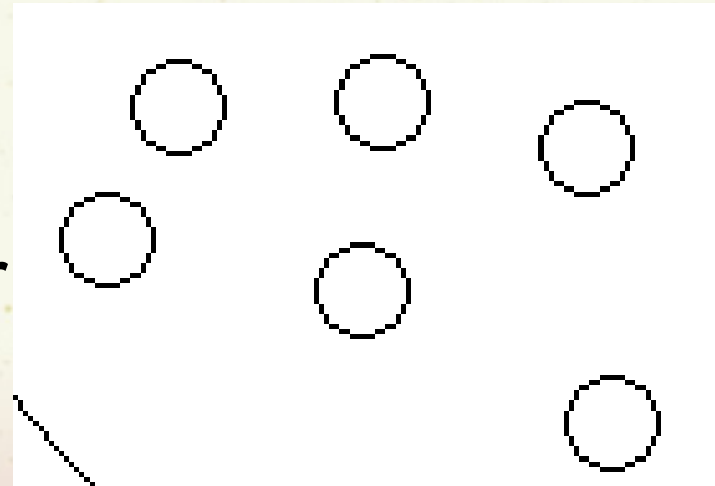
## Structure and Community Theory



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# Type A: Individualizing

- ◆ Weak Structure
- ◆ Weak Community
- ◆ Eg. US, consumer cultures



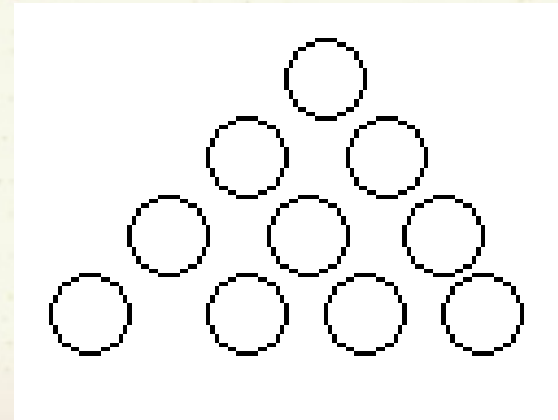
# Individualizing

- ◆ Makes individual decisions
- ◆ Has individual truth
- ◆ Takes individual social responsibility



# Type B: Subjugating

- ◆ Strong Structure
- ◆ Weak Community
- ◆ Eg. UK, Germany, US institutions, Biola

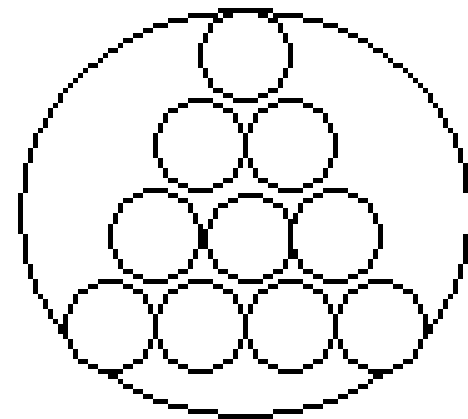


# Subjugating

- ◆ Decisions follow the rules
- ◆ Truth is the system
- ◆ Individual social responsibility

# Type C: Hiearching

- ◆ Strong Structure
- ◆ Strong Community
- ◆ Japan, Korea,  
China, Philippines,  
Thailand, Viet Nam

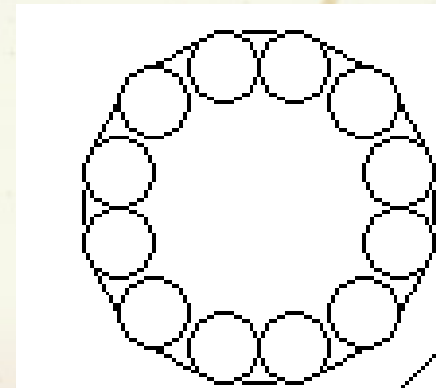


# Hierarching

- ◆ Decisions by the top of the hierarchy, tradition, consensus
- ◆ Truth follows tradition
- ◆ Community social responsibility

# Type D Equalizing

- ◆ Weak Structure
- ◆ Strong Community
- ◆ Eg. Australia,  
Papua, Central Asia  
Caribbean



# Equalizing

- ◆ Decisions by the community
- ◆ Truth defined as equality
- ◆ Social responsibility for the community



# Differentiating the types

**A=** does not have the same rules or does not affiliate with only one group

**B=** rules differentiate what people do, not who they are

**C=** rules differentiate people within a group

**D=** principles define equality in the group



# Differentiating the Types

**A** and **B** say things regardless of others' feelings to justify self face, they perceive they speak the truth

**C** and **D** guard what they say in order not to hurt others' feelings and will lie or bend the truth to maintain group face



# Differentiating the Types

Hierarchy/strong structure & community

- ◆ Prominently displays photos/pictures of the national leader/s, authority figures
- ◆ The dead influence the living (eg. Japan kimono)
- ◆ Age is important (eg. younger siblings waits for older to get married first)

# Decision-making type

- ◆ A=Makes own decisions
- ◆ B=Follows the rules of the system
- ◆ C=Submits to the hierarchy
- ◆ D=Submits to the group

# Truth/knowledge/thinking

- ◆ A=Finds own truth
- ◆ B=Follows the system truth/rules
- ◆ C=Accepts the hierarchy's truth, tradition
- ◆ D=Accepts the group's principles of equality

# Relationships

- ◆ A=Choose your own friends, not long term relationships
- ◆ B=Choose relationships according to rules, not long term relationship
- ◆ C=Family's friends are your friends forever
- ◆ D=Your friends are those who continue to share the same principles of equality

# Which type describes you?

- ◆ A=Individualizing
- ◆ B=Subjugating
- ◆ C=Hierarching
- ◆ D=Equalizing

# Case Study 1

- ◆ What went wrong?
- ◆ What were the important things to Pastor Lee?
- ◆ What were the assumptions Pastor Lee and Mrs. Lee had about their Western colleagues?
- ◆ In what way does Pastor Lee identify his cultural values as biblical values?



# Case Study 2

- ◆ What is important to Susan?
- ◆ How does she communicate with the team members?
- ◆ Why does she have a problem of not getting any opinions from the Asian and African members?



# Differentiating Culture from Biblical Values

- ◆ What Scripture is needed in each situation?
- ◆ How might all the people reflect the image of God?



# Cultural Bias

- ✧ Each type has a cultural bias, that is, you prefer doing things one way over other ways
- ✧ Or having to do things another way is uncomfortable, upsetting, or makes you angry

# Type A Cultural Bias

- ✧ when people do not challenge the rules of the system (Type B), when people do not make individual decisions or want to follow the traditional hierarchy (Type C), or when people want to share resources equally (Type D).

# Type B Cultural Bias

- ✧ when people challenge or try to get around the rules of the system (Type A), when people use community pressure or follow the hierarchy (Type C), or when people discount the rules of the system and the authority figures that uphold the system (Type D).

# Type C Cultural Bias

- ✧ people try to be creative and innovative (Type A), when people do not use community support (Type B), or when people reject the orderly rules of the system and challenge the authority figures (Type D).

# Type D Cultural Bias

- ✧ people do not take equality in the community into account (Type A), when people insist on following the rules of the system or blindly following authority figures (Type B), or when people support the inequalities of the system (Type C).