

Unit 9

Cultural Diversity

9.1.0 Unit Goal: Review and discuss various dimensions of diversity.

9.1.1 Learning Objective: Define the term “diversity.”

- The condition of having or being composed of differing elements: variety; especially: the inclusion of different types of people (such as people of different races or cultures) in a group or organization.

Diversity. Merriam Webster. Retrieved August 9, 2018. <https://www.merriam-webster.com/dictionary/diversity>

9.1.2 Learning Objective: Discuss elements of “human diversity.”

- Human diversity, also called cultural diversity, addresses the variety of human societies and cultures examining their similarities and differences. Human diversity simply means the differences inherent among people. Studies indicate that these differences are what make each person unique and valuable in his or her own right. Humans are divided into different cultures. Cultures develop behaviors, norms, and values that are suited to a specific environment; over time taking on the strength of tradition. Even when conditions or environments change, cultures often do not. Lifelong habits are a form of conditioning that is difficult to overcome.

Wilson, Bettye G, MA Ed. Radiology Key, Human Diversity Chapter 10 March 2, 2016. <https://radiologykey.com/human-diversity/>

- Culture – Everything that makes up a person’s entire way of life.
- 7 Elements of Culture – Things that all cultures have in common.
 - Social Organization – When a culture organizes its members into small groups:
 - Family – the most important unit of social organization
 - Friends
 - Religious Groups
 - Social classes – a way to rank people in order of status
 - Occupation
 - Interest groups
 - Customs and Traditions – rules and behavior.
 - Language – Important for communication and passing on traditions and belief.
 - Arts and Literature – Teach about a culture’s values and promotes cultural pride and unity.
 - Religion:
 - Monotheism – belief in one god.
 - Polytheism – belief in more than one god.
 - Major World Religions – Judaism, Christianity, Islam, Hinduism, Buddhism.

- Forms of Government – People form governments to provide for their common needs. Types include:
 - Democracy: people have supreme power.
 - Republic: people choose leaders to represent them.
 - Dictatorship: a ruler or group holds power by force.
- Economic Systems – Four types:
 - Traditional - people produce most of what they need to survive.
 - Market – Basic economic questions are answered by buying/selling goods and services.
 - Command – government controls answers to economic questions.
 - Mixed – individuals make some economic decisions; the government makes the others.
- Ways Cultures Change:
 - Technology – cars, telephone, computers, internet shopping.
 - Environment changes.
 - New Ideas.
 - Diffusion – the movement of customs and ideas from one place to another.
- Cultural Diversity Pitfalls:
 - Ethnocentrism – judging other cultures by the standards of your own (assuming your culture to be the best).
 - Racism – belief that one racial group is naturally superior to another

Instructor Note: Ask students what they think of the following statement?
Race is a culture thing. It does not actually, physically exist.
The 7 Elements of Culture, LinkedIn Learning, SlideShare, Culture 1-13. March 5, 2008.
<https://www.slideshare.net/apersone/7-elements-of-culture>

9.1.3 **Learning Objective:** List the “dimensions of diversity.”

- Age - Ageism is discrimination and stereotyping based on age. Although people of all ages are susceptible to unfair practices and social policies that shape behaviors, people who are 65 years of age and older are most affected. In the U.S., youth and youthful beauty are highly valued. It is not only difficult for older people to find or keep jobs, but seniors are often ignored and, if ill or fragile, subject to abuse and neglect. The Federal Administration on Aging reports, "From 2010 to 2015, the population of people 60 and older will increase by 15%, to 65.7 million men and women. During this period, the number of seniors who will become completely dependent on others for their care will increase by more than 13%." There are serious ramifications with this vulnerable population if they continue to be viewed as less worthy members of society, instead of people who have valuable experience and knowledge to contribute to society.
- Gender - The social constructs of a patriarchal society creates inequality within the sexes. Socially constructed gender roles give an advantage to males, ensuring their needs and desires to be primary and providing them greater access to, and control over,

societal resources, such as money, status, legal rights. For example, it is reported that in the U.S., men generally receive better wages or salaries than women, even when they perform the same or similar jobs. The U.S. Bureau of Labor Statistics notes that women earn 77¢ for every \$1 earned by men. The National Organization for Women lists Abortion Rights/ Reproductive Issues, Violence against Women, Constitutional Equality, Promoting Diversity/Ending Racism, Lesbian Rights, and Economic Justice as the top issues affecting women today. Globally, many women lack basic human rights: they do not have access to the economic, education, health, or political systems. The United Nations Population Fund reports “worldwide, women are twice as likely as men to be illiterate.” As a result of their lack of legal or civil protection, the U.N. notes as many women are killed or disabled by domestic violence as are killed by cancer between the ages of 15 and 44.

- Religion - Diversity in religion has been an issue throughout the ages. Wars have been waged and people have been persecuted because of religious beliefs. Cultures are often founded on and shaped by religious doctrine. Religious principles can influence every aspect of a person’s life --from what they eat, who they choose to marry, and how they are treated in death. While the world is filled with different systems of faith, each ideology is a philosophy concerned with the cause, purpose, and ethics of human existence. According to the United States Census Bureau, there are thousands of different belief systems practiced in the U.S. While Christianity is the leading religion in the U.S., there are hundreds of different branches or denominations of Christianity, which clash and/or complement each other, as well as many people who do not affiliate with, or participate in, any type of organized religion.
- Sexual Orientation - Sexual orientation is often confused with sexual preference. While they both refer to a pattern of sexual attraction, preference indicates a choice, but orientation is an involuntary disposition toward heterosexuality, homosexuality, or bisexuality. Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, and Androgyny/Asexual (LGBTQIA) individuals are people who differ from our socially constructed binary gender system of feminine and masculine. Some LGBTQIA individuals hide their sexual orientation, leading to dual lifestyles that may lead to psychological trauma. Moreover, the suicide rate of LGBTQIA adolescents and young adults continues to be high, due to this psychological trauma as well as other situations such as bullying. The U.S. Centers for Disease Control (CDC) considers this situation a pandemic and warns, “Suicide is a serious public health problem that can have lasting harmful effects on individuals, families, and communities.”
- Race - Race is a means by which people are grouped and identified based on geographic origins and physical attributes, such as skin color, hair texture, and facial shape. The racial grouping of people by these characteristics can also be tied with the access to societal advantages depending upon groups characteristics or standing in their current societal hierarchy. Inequalities within education, health care, employment, criminal

justice, and politics are often based on this racial hierarchy, which results in people at the bottom end of the hierarchy being the poorest, sickest, and most under-educated populations worldwide. In the U.S., the Census Bureau reported that in 2010, 46.2 million people lived in poverty, which is the largest number in the 52 years for which poverty estimates have been published. Of those in poverty, 9.9% were non-Hispanic Whites; 27.4% were African Americans or Blacks; 26.6% were Latinos or Hispanics, and 12.1% were of Asian descent.

- **Ethnicity** - Ethnicity is a group identity based on cultural traditions and rituals, ancestry and heritage, and/or religious beliefs. In many cases, physical or cultural traits such as customary dress, dialect, and religious practices will separate a group of people into different ethnic groups. An ethnic distinction may cross national borders and can be identified as a minority group within a larger national context. Indigenous tribal people who reside within distinct nations are examples of ethnic groups: such as, Native American tribes, and the Aymaras who are the indigenous people of the Andes. Some other examples include the Basque, who comprise a unique ethnolinguistic culture in Spain and France; or the Parsis, an ethnoreligious group of the Indian subcontinent.
- **Class** - Social class is a hierarchical system predicated on economic status. Three general categories of lower, middle and upper class are used in the United States. While social mobility is possible with access to employment, education, and fair opportunities, the Center for American Progress and the United States Census Bureau indicate that today the lower and middle classes are becoming poorer while the upper class is smaller and growing wealthier. The U.S. defines poverty for a family of four as \$22,350 or less per year. This growing population consists of the most vulnerable citizens in our society; children, the elderly, women, individuals with disabilities, and people of racial/ethnic minority backgrounds. A person's class, or socio-economic status, can be a determinant in their predisposition to homelessness, hunger, lack of education, unemployment, drug and alcohol abuse, sexual exploitation, and crime.
- **Disability** - The U. S. Census Bureau has reported that nearly 15.9% of Americans (or 49.7 million) have a disability. According to the 1990 U.S. Americans with Disabilities Act (ADA), "disability" is defined as "a physical or mental impairment that substantially limits a major life activity." A disability may be present from birth or occur during a person's lifetime. As an umbrella term, disability includes impairments (a problem in body function or structure), activity limitations (a difficulty encountered by an individual in executing a task or action), and participation restrictions (a problem experienced by an individual in involvement in life situations). Because a person may experience a combination of these conditions, living with a disability is a complex phenomenon, reflecting an interaction between features of a person's body and features of the society in which he or she lives. The Americans with Disabilities Act not only prohibits discrimination against people with disabilities, but also ensures access and inclusion of

- people with disabilities in all public places and work environments and provides a path to civic participation in society.
- Nationality - National identity is determined by an individual's citizenship or their country of origin regardless of where they currently reside. Nationality is a membership that can include people of different races, religions, and cultures, such as U.S. citizens. Nationality is among the strongest forms of "group identity" and can embody a sense of pride, patriotism, and sentiment for one's national history and values. The U.S. Equal Employment Opportunity Commission has laws and regulations that prohibit national origin discrimination within the United States. The Department of Justice's Civil Rights Division says national origin discrimination often goes unreported in the U.S. because victims may be afraid to complain to the government, or they do not understand their rights. Around the world discrimination based on nationality ranges from unfair treatment to physical abuse, imprisonment, or even murder.

Dimensions of Diversity. Equity and Inclusion, University of Washington Tacoma, Retrieved August 9, 2018. <https://www.tacoma.uw.edu/equity/dimensions-diversity>

9.1.4 **Learning Objective:** Describe the three powerful trends highlighting diversity in a twenty-first-century society.

- Trend 1 – Global Marketing – The global market in which United States corporations do business has become highly competitive. To stay competitive in the world market U.S. businesses must:
 - Design products that meet the needs of people from other cultures
 - Develop strategies for marketing those products to other countries

Dadula, G. Diversity Management: Key to Growth in the Global Marketplace. August 26, 2018. <https://medium.com/the-looking-glass/diversity-management-key-to-growth-in-the-global-marketplace-c06f321409dc>

- Trend 2 – The makeup of the United States population began changing dramatically.
 - Changing demographics: By the year 2050 (verify current calculations):
 - Less than 53% of the population is White
 - 16% is African American
 - 23% are Hispanic Origin
 - 10% are Asian and Pacific Islander
 - 1% are American Indian, Eskimo, and Aleut
 - By 2025, the number of elderlies will double.
 - By the year 2056, people of color are expected to become the new majority with the fastest growing age group is 75 and older.
 - One in every 7 Americans will speak a language other than English.
 - Persons with disabilities will make up the largest minority group – 15%.

Vespa, J-Armstrong, D-Medina, L. Demographic Turning Points for the United States: Population Projections for 2020 to 2060. March 2018.

<https://www.census.gov/content/dam/Census/library/publications/2018/demo/P25-1144.pdf>

- Trend 3 - Individuals began to celebrate their differences instead of compromising their uniqueness to “fit in.” Compare a “melting pot” vs. a “mosaic” society. Changing concepts:
 - The traditional American approach to diversity assimilation.
 - Cultural differences homogenized.
 - Problem – classifies differences as inferior

An Overview of Diversity Awareness. Penn State Extension. September 12, 2017.

<https://extension.psu.edu/an-overview-of-diversity-awareness>

9.1.5 **Learning Objective:** Discuss the United States changing demographics.

- Demography is the act of counting people. But it’s also important to study the forces that are driving population change, and measure how these changes have an impact on people’s lives. Below are ten demographic trends shaping the U.S. and the world:
 - Americans are more racially and ethnically diverse than in the past, and the U.S. is projected to be even more diverse in the coming decades. By 2055, the U.S. will not have a single racial or ethnic majority. Much of this change has been (and will be) driven by immigration. Nearly 59 million immigrants have arrived in the U.S. in the past 50 years, mostly from Latin America and Asia. Today, a near-record 14% of the country’s population is foreign-born compared with just 5% in 1965. Over the next five decades, the majority of U.S. population growth is projected to be linked to new Asian and Hispanic immigration.

Instructor Note: Discuss the following attitudes on immigration: American attitudes toward immigration and diversity are supportive of these changes for the most part. More Americans say immigrants strengthen the country than say they burden it, and most say the U.S.’s increasing ethnic diversity makes it a better place to live.

- Asia has replaced Latin America (including Mexico) as the biggest source of new immigrants to the U.S. In a reversal of one of the largest mass migrations in modern history, net migration flows from Mexico to the U.S. turned negative between 2009 and 2014, as more Mexicans went home than arrived in the U.S. And after rising steadily since 1990, the unauthorized immigrant population has leveled off in recent years, falling to 11.3 million in 2014 from a high of 12.2 million in 2007. Meanwhile, Asians are now the only major racial or ethnic group whose numbers are rising mainly because of immigration. While African immigrants make up a small share of the U.S. immigrant population, their numbers are also growing steadily – roughly doubling every decade since 1970.
- America’s demographic changes are shifting the electorate – and American politics. The 2016 electorate was the most diverse in U.S. history due to strong growth among Hispanic eligible voters, particularly U.S.-born youths. There are

also wide gaps opening between the generations regarding many social and political issues. Young adult Millennials are much more likely than their elders to hold liberal views on various political and social issues, though they are also less likely to identify with either political party: 50% call themselves political independents.

- Millennials, young adults born between 1981 to 1996, are the new generation to watch. In 2019 they will surpass Baby Boomers (born 1946-1964) as the largest U.S. adult generation, and they differ significantly from their elders in many ways. They are the most racially diverse adult generation in American history: 43% of Millennials are nonwhite, the highest share of any generation. And while they are on track to be the most educated generation to date, this achievement has come at a cost: Many Millennials are struggling with student debt. In addition to the weak labor market of recent years, student debt is perhaps one reason why many are still living at home. Despite these troubles, Millennials are the most upbeat about their financial future: More than eight-in-ten say they either currently have enough money to lead the lives they want or expect to in the future.
- Women's role in the labor force and leadership positions has grown dramatically. The labor force participation rate for American women has risen steadily since the 1960's. In fact, mothers were the sole or primary breadwinner in a record 40% of all households with children in 2011. The gender pay gap has narrowed over this period of time, especially for young women just entering the labor force, but it still persists. As more women have entered the workforce, the share of women in top leadership jobs has risen, but they still make up a small share of the nation's political and business leaders relative to men.
- The American family is changing. After decades of declining marriage rates, the share of American adults who have never been married is at a historic high. Two-parent households are on the decline in the U.S., while divorce, remarriage, and cohabitation are on the rise. About one-in-six American children now live in a blended family. The roles of mothers and fathers are converging, due in part to the rise in "breadwinner" moms. Dads are doing more housework and child care, while moms are undertaking more paid work outside the home. Americans are conflicted about some aspects of this change: While nearly half of two-parent households have a mom and dad who both work full time, 51% of Americans say children are better off with a mother at home.
- The share of Americans who live in middle-class households is shrinking. The share of U.S. adults living in middle-income households fell to 50% in 2015, after more than four decades in which those households served as the nation's economic majority. The financial gaps between middle- and upper-income Americans have widened, with upper-income households holding 49% of U.S. aggregate household income (up from 29% in 1970) and seven times as much wealth as middle-income households (up from three times as much in 1983).

- Christians are declining as a share of the U.S. population, and the number of U.S. adults who do not identify with any organized religion has grown. While the U.S. remains home to more Christians than any other country, the percentage of Americans identifying as Christian dropped from 78% in 2007 to 71% in 2014. By contrast, the religiously unaffiliated have surged seven percentage points in that time span to make up 23% of U.S. adults last year. This trend has been driven in large part by Millennials, 35% of whom are religious “nones.” The rise of the “nones” is not a story unique to the U.S.: The unaffiliated are now the second-largest religious group in 48% of the world’s nations. Americans are aware of this shift: 72% say religion’s influence on public life is waning, and most who say this see it as a bad thing.
- The world’s religious makeup will look a lot different by 2050: Over the next four decades, Christians will remain the largest religious group, but Islam will grow faster than any other major religion, mostly because Muslims are younger and have more children than any other religious group globally. By 2050, the number of Muslims will nearly equal the number of Christians. In the U.S., the Muslim population will remain small but is projected to grow rapidly.
- The world is aging. The demographic future for the U.S. and the world looks very different than the recent past. Growth from 1950 to 2010 was rapid — the global population nearly tripled, and the U.S. population doubled. However, population growth from 2010 to 2050 is projected to be significantly slower and is expected to tilt strongly to the oldest age groups, both globally and in the U.S. Public opinion on whether the growing number of older people is a problem varies dramatically around the world. The concern is highest in East Asia where large majorities describe aging as a major problem for their countries.

Cohn, D’Vera, Caumont Andrea. 10 Demographic trends that are shaping the U.S. and the World. Pew Research Center, Washington D.C. March 31, 2016.

<http://www.pewresearch.org/fact-tank/2016/03/31/10-demographic-trends-that-are-shaping-the-u-s-and-the-world/>

9.1.6 **Learning Objective:** Compare a “Melting pot” vs. a “Mosaic” society.

- A new perspective of mosaic: encourage to be proud and maintain cultural heritage and uniqueness.
- Multicultural: no distinct culture as American.
- Cultural Mosaic vs. Melting pot - "Cultural Mosaic" is the mix of ethnic groups, languages, and cultures that co-exist within society. The idea of a cultural mosaic is intended to champion an ideal of multiculturalism.
 - Pros:
 - People are more tolerant of other ethnics
 - Better for immigrants
 - People can practice their own culture

- People are more likely to learn English
- People feel welcomed
- There is more recognition to minority groups
- The ideas from a diversity of viewpoints will strengthen the host country
- A greater chance that the immigrants will fight for their host country
- Attempts to create unity through difference
- Provides the public sense of free speech
- Democratic
- Can help separate conflicting groups
- Economically beneficial to immigrants and the host country
- Cons:
 - People are not very unified
 - Loss of the culture of the host country
 - It highlights the difference and can increase hate crimes
 - It is less successful because of having to do with problems of social cohesion, conflict, and even violence
 - Encourages damaging claims to victim-hood
 - Can cause the false mashing of identities
- The melting pot is a metaphor for a heterogeneous society becoming more homogenous as the different elements "melt together" into a harmonious whole with a common culture. It is particularly used to describe the assimilation of immigrants to the USA; the melting-together metaphor was in use by the 1780s.
 - Pros:
 - People are more unified
 - Already unified in time of crisis
 - Increase standard of living
 - Can provide indigenous peoples with the skills to succeed
 - America demonstrates that assimilation can succeed
 - Cons:
 - People are less tolerant of other ethnics
 - Example of assimilation is with the First Nations
 - Enforces English, which can lead to rebellion
 - People are expected to shed their own culture
 - Loss of many characteristics of the absorbed group
 - Forbids any formal governmental recognition being given to groups of different kinds.

Arellano, Sheila S. Cultural Mosaic vs. Melting Pot. Retrieved August 9, 2018.

<https://sites.google.com/site/sheilasanchez900/english-11/-cultural-mosaic-vs-melting-pot>

9.1.7 Learning Objective: The student will define the term "Inclusion."

- A sense of belonging; feeling respected, valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best work.
Abudi, Gina. Abudi Consulting Group. What does Inclusion Mean to you? May 11, 2010.
<https://www.ginaabudi.com/what-does-inclusion-mean-to-you/>

9.1.8 Learning Objective: Discuss the concept of the three dimensions of Global Inclusion. They capture the basic attributes that make us who we are as individuals.

- The Human Perspective:
 - Inclusions that might be detected visibly
 - Physical or psychological in nature
 - Examples: age, ethnicity, gender, physical abilities, race, and sexual orientation
- The Cultural Perspective:
 - Inclusions that are core elements
 - Define us as individuals
 - Influence how we function in all areas of our lives
 - Less visible
 - Aspects of an individual's diversity
 - Examples: Economic class, education, geographic location, language, life experience, military experience, marital status/domestic partner, parental status, religion, and values
- The Workplace Perspective:
 - The inclusion of diversity from current and past experiences in the work environment
 - Examples: Your level of autonomy, empowerment, decision making authority, and functional level or classification

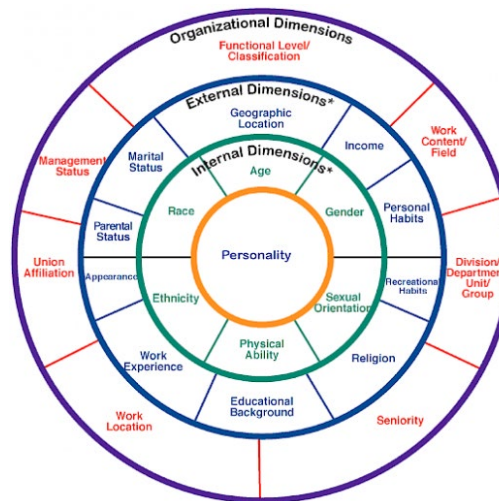
Today the term mosaic society is replacing the term...Course Hero, Retrieved June 5, 2019
<https://www.coursehero.com/file/p2iurl8/Today-the-term-mosaic-society-is-replacing-the-term-and-concept-of-a-melting/>

9.1.9 Learning Objective: Describe the concept of the four layers of diversity.

- The “Dimensions of Diversity” wheel shows the complexity of the diversity filters through which all of us process stimuli and information. That, in turn, leads to the assumptions that we make (usually about the behaviors of other people), which ultimately drive our own behaviors, which in turn have an impact on others.
 - Personality – This includes an individual's likes and dislikes, values, and beliefs. Personality is shaped early in life and is both influenced by, and influences, the other three layers throughout one's lifetime and career choices.
 - Internal Dimension – These include aspects of diversity over which we have no control (though “physical ability” can change over time due to choices we make to be active or not, or in cases of illness or accidents). This dimension is the layer in which many divisions between and among people exist and which forms the

core of many diversity efforts. These dimensions include the first things we see in other people, such as race or gender and on which we make many assumptions and base judgments.

- External Dimension - These include aspects of our lives in which we have some control over, which might change over time, and which usually form the basis for career decisions and work styles. This layer often determines, in part, with whom we develop friendships with and what we do for work. This layer also tells us whom we like to be with.
- Organizational Dimension - This layer concerns the aspects of culture found in a work setting. While much attention of diversity efforts is focused on the internal dimensions, issues of preferential treatment and opportunities for development or promotion are impacted by the aspects of this layer.



Diverse Teams at Work, Gardenswartz, and Rowe, Dimensions of Diversity. Retrieved August 9, 2018.

http://www.lacrosseconsortium.org/uploads/content_files/Dimensions_of_Diversity_Wheel_Expanded.pdf

9.1.10 Learning Objective: Illustrate the concept of primary and secondary dimensions of diversity.

- There are primary and secondary characteristics or dimensions of diversity. The primary are age, gender, ethnicity, sexual orientation, race, and physical ability. Secondary characteristics or dimensions can either be acquired or changed in life, they affect an individual's view of the world and how others view them. Examples are differences in housing status, marital status, and belief systems. A person's religion, native language, socio-economic status, educational and work background add dimensions of differentiation not only to the person but also to how others view them.
- Primary Dimensions:
 - Unalterable or difficult to change

- Together shape basic self-image and fundamental view of the world
- Form core of expectations of others in personal and work life
- Filters that can change and modify life's experiences
- Secondary Dimensions:
 - Important in shaping us and have a measure of control for any change
 - Serve as independent influences on self-esteem and self-definition
 - Influences vary with who we are or stage in life, and changes experienced

How would you define diversity? Navy Supply Corps Newsletter. January 26, 2015.
<https://scnewsltr.dodlive.mil/2015/01/26/how-would-you-define-diversity/>

9.1.11 **Learning Objective:** Explain “Fairness vs. Equal Treatment.”

- Every individual is born different from each other. Each has his or her own physical, mental, and emotional characteristics. Each one is also born to parents of a different social and economic status; some are born to an affluent life while others are born to a life of struggle. Men are not created equal, and life is not always fair. This fact has encouraged certain individuals as well as political organizations to go out of their way to make an effort to provide equality and fairness to everyone. Fairness can result in equality, and equality is giving all individuals their fair share.
- “Equality” is defined as the quality of being the same in quantity, value, or status. It is the state of having a balanced social, economic, and political standing among individuals in a society despite differences in race, religion, sex, social and economic status, and culture. It refers to providing every individual with the same opportunities to improve his/her rank or condition in life without expecting that the results would also be equal. It provides the same compensation and benefits to workers or employees with the same job.
 - The word “equality” comes from the Old French word “equalite” which means “uniformity in size” or “evenness of surface or number,” from the Latin word “aequalitatem” which means “likeness, similarity, or equality referring to rights or privileges.”
- Fairness, on the other hand, is defined as the quality of having an unbiased disposition. It is the characteristic of being just to everyone, of treating them without discrimination or partiality. It is the absence of prejudice. The word “fairness” comes from the Old English word “faeger” which means “beauty” and the Old English adjective “nes” that form a word which means “evenhandedness.”
 - Since men are not created equal, some are born rich while others are poor, some are naturally beautiful while others are physically lacking. Still, some are born smart and intelligent while others are born with lesser minds. It is important that they are given equal and fair opportunities
- Equality is the quality of being the same in status, quantity, and value while fairness is the quality of being unbiased and impartial.

- Equality is giving individuals who have the same task the same compensation while fairness is giving individuals the same choices or chances no matter their status in life. *Equality vs Fairness. DifferenceBetween.net. Retrieved August 9, 2018.*
<http://www.differencebetween.net/language/words-language/difference-between-equality-and-fairness/>

9.1.12 Learning Objective: Summarize the past, present, and future dimensions of diversity.

- Past - For many cultures, the past is, understandably, very important. Lessons learned from past mistakes are remembered and applied to current situations. In East Asia, for example, past events, notable scholars, as well as ancestors are honored and observed in ways other cultures may not fully understand. Historical context is extremely important to many European cultures as well, where nearly every speech, book, or article begins with background material providing historical perspective. The value of the past lies in memory and history. When partnering with someone with a past orientation, it is extremely useful to frame the situation to allow the future to become more credible as it evolves into a new occurrence of the past. Learning from past mistakes helps to ensure we will not let them happen again. Alternatively, thinking back to positive outcomes inspires us to emulate the behaviors that resulted in the positive outcome.
- Present - Many traditional cultures live in an “eternal” present. For example, many African and Native American cultures do not have verb tenses to indicate past occurrences or future events – everything is referred to in the present tense. Another society focused on the present are Americans, who are heavily influenced by the ideas of instant gratification and short-term benefits. The importance of the present is captured in the famous adage, “carpe diem” (seize the day) and in the common belief that the present is where life takes place. The challenge with a solely “in the here and now” mentality is that mistakes of the past can often be overlooked (and thus repeated), while at the same time no clear direction is defined and there is little to strive for if the future is negated.
- Future - A future-focused orientation usually coincides with a long-term worldview and typically resides within the relationship and obligation-based cultures. Chinese and Japanese cultures, for example, are careful to build mutual commitments to relationships because they understand that many years from the present time, those relationships will continue to grow and add value. It is the view that short-term profit is not nearly as valuable as long-term growth. The future gives meaning to our present actions and defines where our dreams will materialize (if sufficient effort is made) – an important concept.
- Beyond its presence in our actions, time is inherent in what we communicate. Obviously, a good balance between past, present, and future orientation is optimal, however, most individuals do not occupy the precise center-point on the continuum. In order to bridge the cultural gap, you (as an intuitive global leader) must be willing

and able to adapt to different time orientations, as is relevant to the culturally diverse audience you are partnering with, which is directly reflected in how you communicate. When a leader can frame communications in such a way as to connect with a preferred worldview, there is a significantly higher probability that culturally diverse orientations will connect and create leverage – to everyone’s advantage.

Mackey, Sheri. *Global Culture: Past. Present. Future. The Global Coach*, February 11, 2010. <http://sherimackey.com/2010/02/11/global-leadership-past-present-future/>

Unit 9 Cultural Diversity Resources

- *Exercise - Diverse Teams at Work, Gardenswartz, and Rowe, Dimensions of Diversity.*
Retrieved August 9, 2018.

http://www.lacrosseconsortium.org/uploads/content_files/Dimensions_of_Diversity_Wheel_Expanded.pdf

Glossary/Acronyms

Diversity - The condition of having or being composed of differing elements: variety; especially: the inclusion of different types of people (such as people of different races or cultures) in a group or organization.

Inclusion - A sense of belonging: feeling respected, valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best work.