



With Tina Merry

Email:
Tina@tinamerry.ca

Cultural Inclusion and Cultural Intelligence (CQ) for the Games Industry

Online: December 15, 2022
Game Production Community Discord

SLIDES & CULTURAL VALUES HANDOUT FOR

THIS SESSION CAN BE DOWNLOADED HERE:

<https://tinamerryconsulting.ca/events/cultural-inclusion-for-game-producers/>

AGENDA

CULTURE MATTERS

The relevance & impact of Cultural Intelligence (CQ)



HOW CAN WE **SEE** CULTURAL BIAS?

Exploring our Cultural Values



CQ IN PRACTISE

Tools to apply and develop your Cultural Intelligence



YOUR CALL TO ACTION!

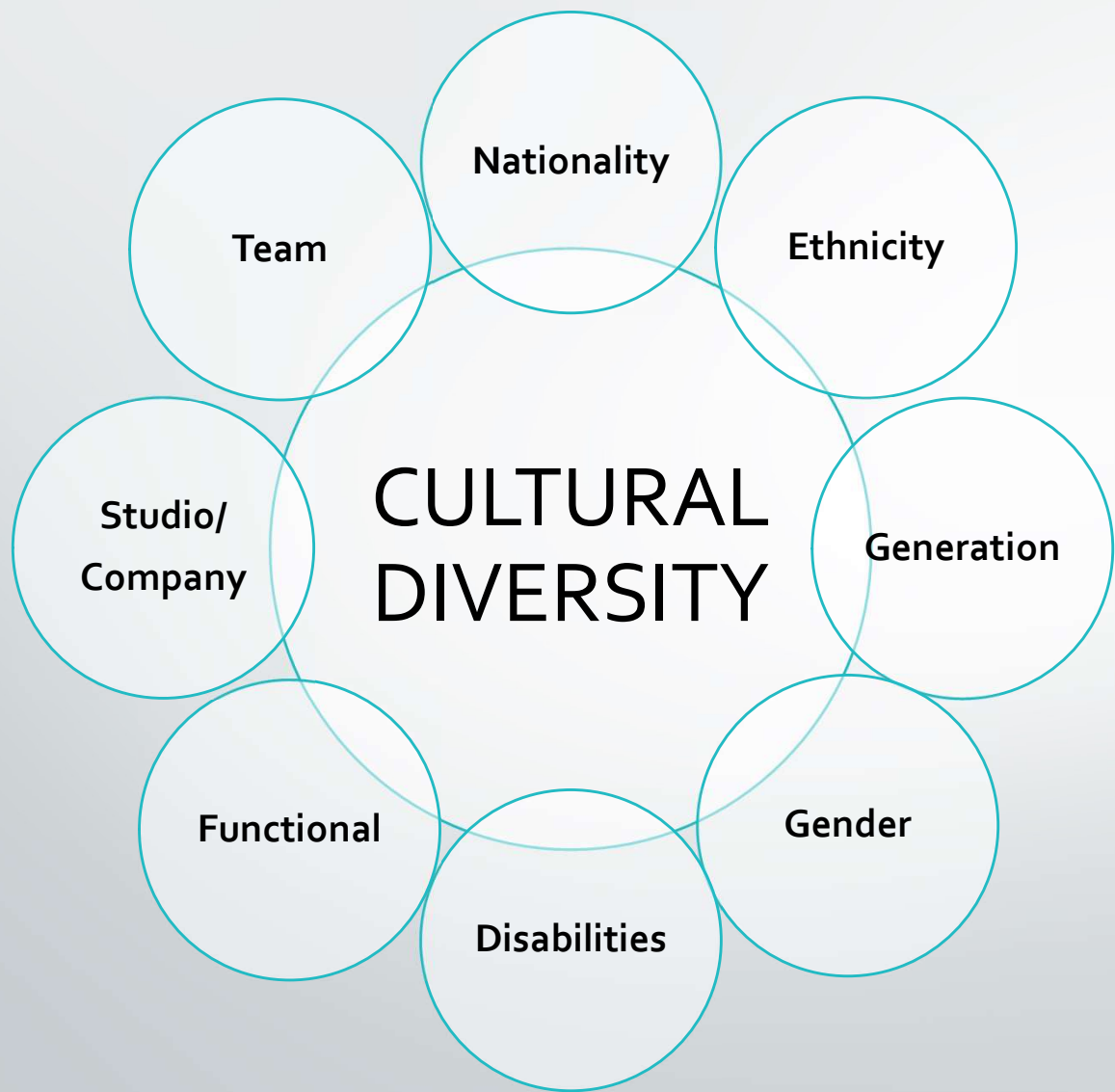
A commitment to fostering Cultural Inclusion:

What ONE action will you take to leverage what you learned today?



CULTURE MATTERS

The relevance & impact of Cultural
Intelligence (CQ)



What is accepted & familiar?

What aspect of working across cultures do you find most challenging?

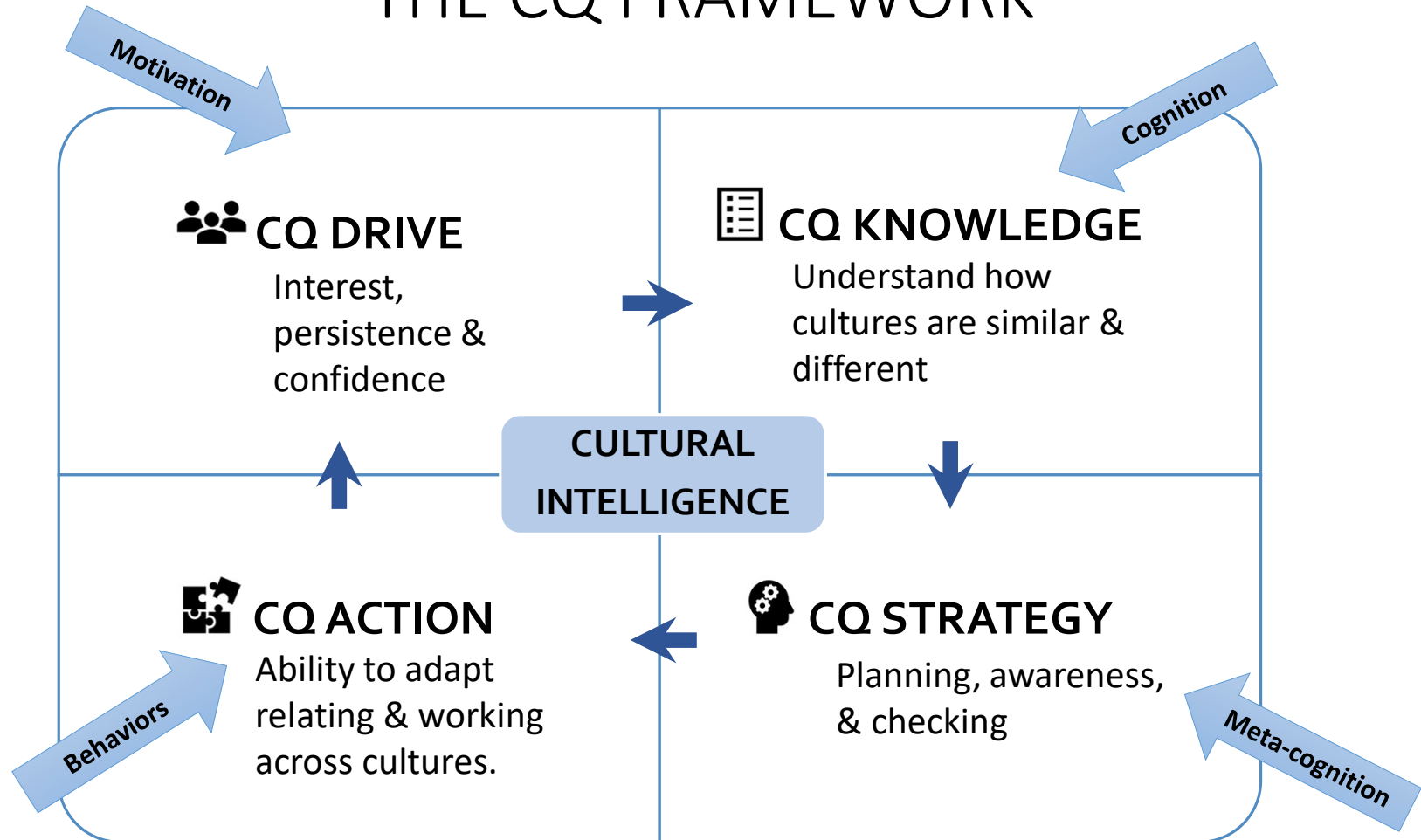
- Communication barriers
- Differences in the importance of status
- Comfort expressing emotions
- Discomfort with uncertainty or risk
- Discomfort with conflict
- Other

CULTURAL INTELLIGENCE (CQ)

Cultural Intelligence (CQ) is the **capability** to function and **relate effectively** in culturally diverse situations.

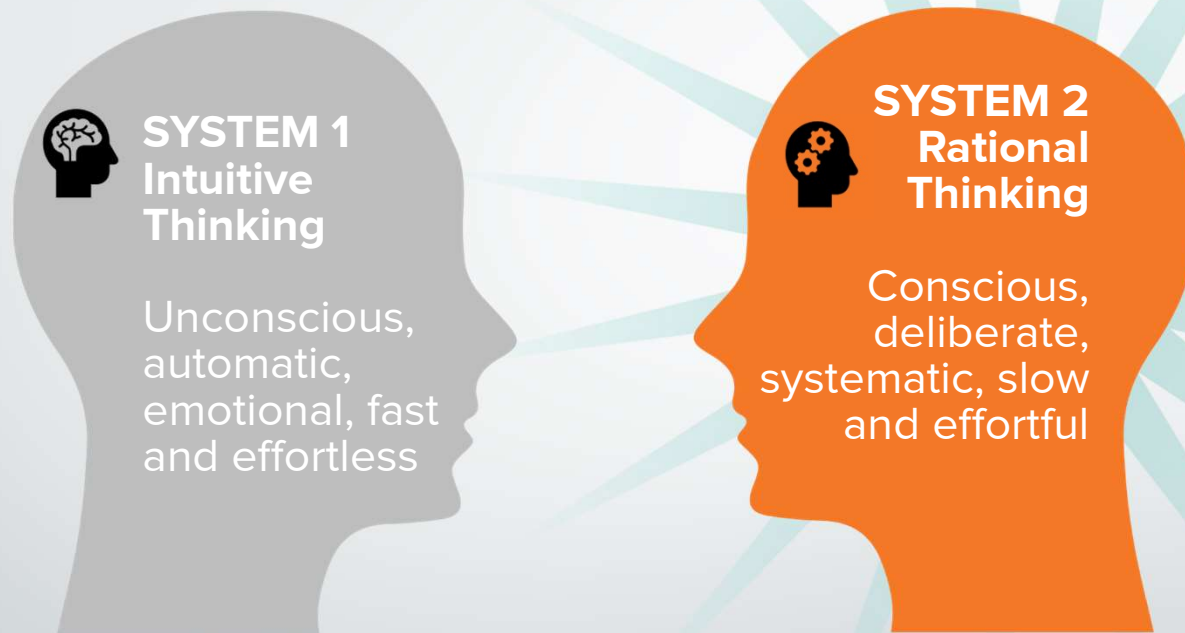


THE CQ FRAMEWORK



WE ALL HAVE BIASES

Kahneman, D. (2011). *Thinking Fast and Slow*. Farrar, Straus and Giroux, New York.



CQ AND BIAS

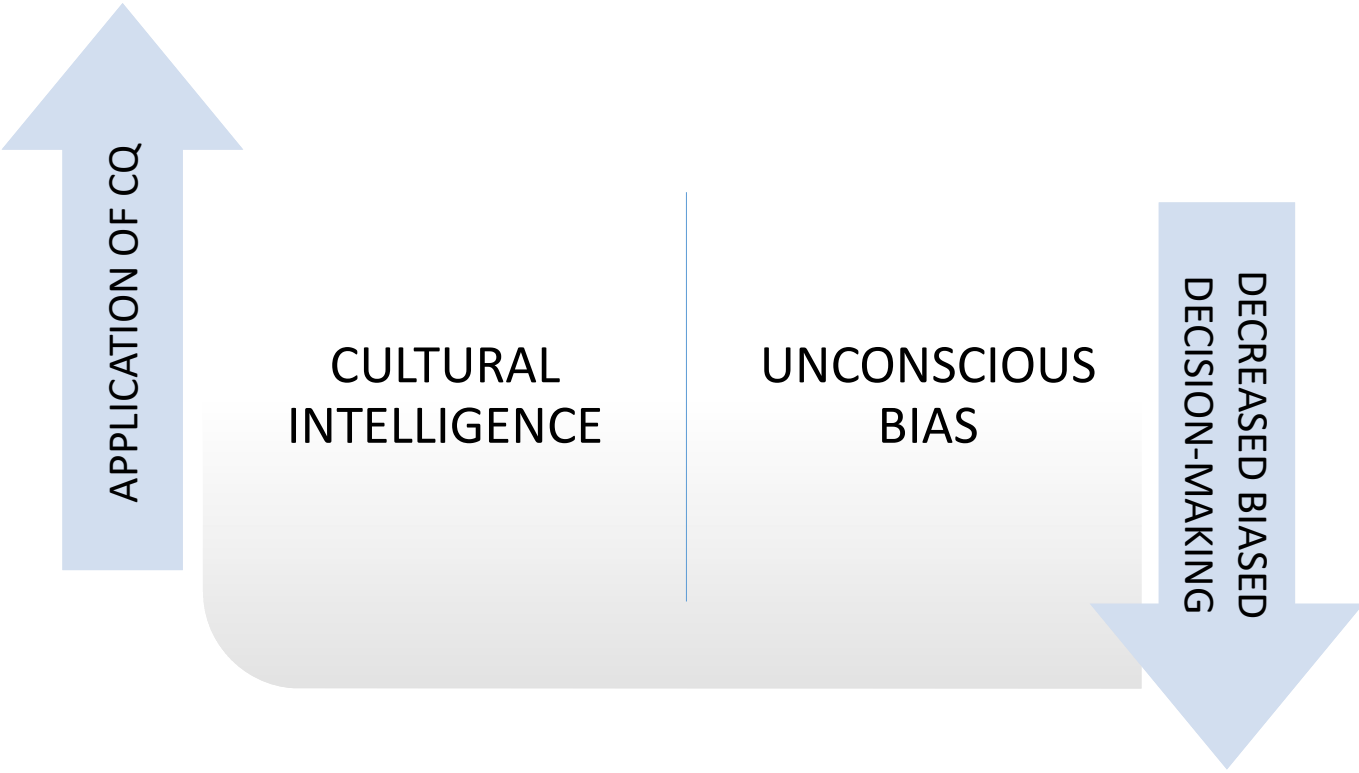
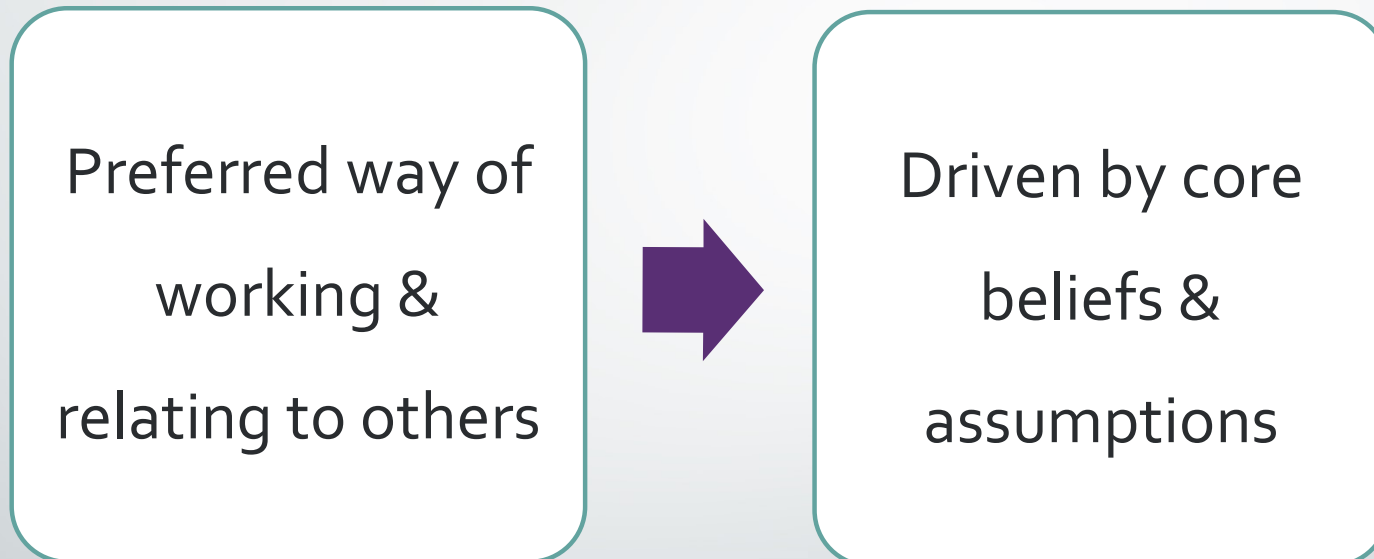


Image courtesy: Cultural Intelligence Center, LLC

HOW CAN WE **SEE** CULTURAL BIAS?

Exploring our Cultural Values

CULTURAL VALUES



YOUR CULTURAL VALUE ORIENTATION

INDIVIDUALISM

Emphasis on individual goals and individual rights

COLLECTIVISM

Emphasis on group goals and personal relationships



CULTURAL VALUES

and developing our CQ Knowledge!

Culture =

- ✓ Beliefs
- ✓ Assumptions
- ✓ Values
- ✓ Behaviours

- Individualism/Collectivism
- Power Distance
- Uncertainty Avoidance
- Cooperative/Competitive
- Time Orientation
- Context (Direct/Indirect)
- Being/Doing
- Universalism/Particularism
- Expressiveness (Neutral/Affective)
- Focus (Linear/Polychronic)



***Power Distance** is the extent to which you prefer a flat, egalitarian approach to leadership versus a more top-down, hierarchical leadership style.*



Low Power Distance

High Power Distance

Low Power Distance

- ✓ De-emphasize titles and formalities
- ✓ Okay to question or challenge authority

High Power Distance

- ✓ Follow chain of command carefully
- ✓ Do not question authority, particularly in public



Individualism

***Individualism versus Collectivism** is the extent to which you think of yourself primarily as an individual versus primarily as a member of a specific group (e.g., your family or work group).*



Collectivism

Individualists

- ✓ Allow for autonomy
- ✓ Recognize importance of individual goals

Collectivists

- ✓ Creating time for consultation & consensus
- ✓ Recognize important of building lasting relationships



Low U.A.

***Uncertainty Avoidance** is the extent to which you prefer to be flexible and adapt to changing circumstances versus reducing and avoiding uncertainty*



High U.A.

**Low
Uncertainty
Avoidance**

- ✓ Avoid statements of absolutes
- ✓ Invite them to explore solutions

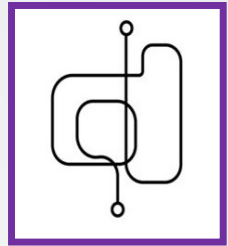
**High
Uncertainty
Avoidance**

- ✓ Give explicit instructions
- ✓ Rely on formalized procedures and policies



Low Context

***Context** is the extent to which you prefer communication that is explicit, direct, and clear versus communication that is more indirect, emphasizes harmony, and saving face.*



High Context

Low Context

- ✓ Be explicit & direct
- ✓ Focus on a clear message

High Context

- ✓ Recognize importance of silence & reflection
- ✓ Pay attention to what is not said



Neutral (non-expressive)

Expressiveness is the extent to which you prefer to hide your emotions versus show them.



Affective (expressive)

Neutral (non-expressive)

- ✓ Manage emotions and regulate body language
- ✓ Stick to the point in meetings and interactions

Affective (expressive)

- ✓ Seek to demonstrate warmth and trust
- ✓ Work on being more expressive than you may typically prefer

- **Cooperative/Competitive** is the extent to which you prefer to achieve results collaboratively versus competitively.
- **Time orientation** is the extent to which you prefer to focus on immediate results versus results that may come several years later.
- **Being versus Doing** is the extent to which you prefer quality of life versus proactively working toward goals.
- **Universalism versus Particularism** is the extent to which you prefer to apply the same standards to everyone versus making exceptions for friends and family.
- **Focus** (Linear/Polychronic) is the extent to which you prefer to do one thing at a time versus multitasking.

WHAT CULTURAL VALUES REVEAL



- **General orientation** to life, work, and relationships
- **Potential biases** you have toward those with different cultural values
- Do **not** predict your ability to work effectively across cultures i.e. Cultural Intelligence

CQ IN PRACTISE

Tools to apply and develop your
Cultural Intelligence

STRATEGIES TO DEVELOP YOUR CULTURAL INTELLIGENCE



CQ DRIVE

Make list of benefits



CQ KNOWLEDGE

Assess leadership style, review team jargon



CQ STRATEGY

Create explicit description of how decisions will be made



CQ ACTION

Practice a communication style uncomfortable for you

WHERE CAN WE APPLY THE CQ MODEL?



Onboarding



Communications



Collaboration



Performance
Management

HOW DOES CULTURE SHOW UP?

- ? Decision-making
- ? Sharing/receiving information
- ? Assign & measure the work
- ? Continuous feedback
- ? Effective Meetings

INCLUSIVE TEAMS



CQ DRIVE

Align expectations



CQ KNOWLEDGE

Explore cultural differences



CQ STRATEGY

Use explicit processes



CQ ACTION

Leverage and celebrate diversity

YOUR CALL TO ACTION!

A commitment to fostering Cultural Inclusion:

What ONE action will you take to leverage what you learned today?

FINAL THOUGHTS

- ✓ Cultural Intelligence is your superpower for effective, engaged & inclusive teams
- ✓ Cultural Intelligence can be improved with intent





THANK YOU!

Tina Merry

Email: tina@tinamerry.ca

Website: <http://tinamerry.ca>

ADDENDUM MATERIALS

Cultural Challenge Framework

Inclusive Leadership and CQ

CULTURAL CHALLENGE FRAMEWORK

Using CQ to leverage cultural diversity and
build inclusion

CULTURAL CHALLENGE FRAMEWORK

Use this tool with your teams to explore operational assumptions, celebrate the diversity in your teams, and actively APPLY cultural intelligence to achieve better outcomes for everyone.

Part #1: Why are we motivated to address this challenge? (CQ Drive)

How can we describe the opportunity? (specific examples of what is and is not effective in how we work today)
What is the impact?

Part #2 Identify possible root causes of this challenge. (CQ Knowledge)

Which cultural values may be involved?
What are the assumptions?

Which strategies can help address our challenge? (CQ Strategy)

What might we do differently to mitigate the impact, or to resolve this challenge and why?
How can we leverage the opportunity of our cultural diversity?

What changes in practices and norms could help? (CQ Action)

What specific changes to our systems, practices and norms are recommended to help resolve the challenge?

Part #1: Why should our team be motivated to address this challenge? (CQ Drive)

Example

We often find that the 'loudest voice' wins in team meetings, and would like to hear more from quieter team members because we know they have a lot to contribute!

Part #2- Identify possible root causes of this challenge. (CQ Knowledge)

Example

We think a few cultural values are probably involved, including: Power Distance, Individualism vs. Collectivism and Context.

Part #3: Which strategies can help address our challenge? (CQ Strategy)

Example

We'd like to strategize specifically on how we can better plan for, run and follow up after our meetings to ensure all voices are heard.

Part #4: What changes in practices and norms could help resolve this problem? (CQ Action)

Example

- 1. All team meetings will now have an agenda with details around any topics which require attendee input.*
- 2. Each meeting host will provide a mechanism for attendees to provide anonymous feedback/ask questions privately.*
- 3. Final action of each meeting will be to summarize and document (for those not in attendance) any agreed upon calls to action etc.*

calls to action etc.

SITUATIONAL LEADERSHIP + CQ =
INCLUSIVE LEADERSHIP

LEADERSHIP STYLES

LEADERSHIP STYLE	CHARACTERISTICS	TASK	CULTURAL VALUES
DIRECTIVE	Providing specific directions, telling someone what to do. Giving specific guidance with clear rules, procedures, and deadlines.	<ul style="list-style-type: none"> • Ambiguous • Unclear Rules • Complex 	<ul style="list-style-type: none"> • Collectivist • High Power Distance • High Uncertainty Avoidance
SUPPORTIVE	Providing emotional support, showing that you care. Displaying concern and creating a friendly, work environment.	<ul style="list-style-type: none"> • Repetitive • Unchallenging • Mundane 	<ul style="list-style-type: none"> • High Uncertainty Avoidance • Cooperative • Affective
PARTICIPATIVE	Involving someone in the decision-making process. Consulting with subordinates and taking their input into account.	<ul style="list-style-type: none"> • Ambiguous • Unclear • Unstructured 	<ul style="list-style-type: none"> • Low Power Distance • Cooperative • Particularist
ACHIEVEMENT	Setting a goal and motivating someone to meet that goal. Selling challenging goals and high standards of performance.	<ul style="list-style-type: none"> • Ambiguous • Challenging • Complex 	<ul style="list-style-type: none"> • Low Power Distance • Competitive • Doing

Image courtesy: Cultural Intelligence Center, LLC
 Table adapted from Robert House's Path Goal Leadership Theory