

# Role of culture

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Cultural values, beliefs, and traditions significantly affect family life. Cultures are more than language, dress, and food customs. Cultural groups may share race, ethnicity, or nationality, but they also arise from cleavages of generation, socioeconomic class, sexual orientation, ability and disability, political and religious affiliation, language, and gender -- to name only a few.

Two things are essential to remember about cultures: they are always changing, and they relate to the symbolic dimension of life. The symbolic dimension is the place where we are constantly making meaning and enacting our identities. Cultural messages from the groups we belong to give us information about what is meaningful or important, and who we are in the world and in relation to others -- our identities. Cultural messages, simply, are what everyone in a group knows that outsiders do not know.

They are the water fish swim in, unaware of its effect on their vision. They are a series of lenses that shape what we see and don't see, how we perceive and interpret, and where we draw boundaries. In shaping our values, cultures contain starting points and currencies[1]. Starting points are those places it is natural to begin, whether with individual or group concerns, with the big picture or particularities. Currencies are those things we care about that influence and shape our interactions with others.

## **How Cultures Work**

Though largely below the surface, cultures are a shifting, dynamic set of starting points that orient us in particular ways and away from other directions. Each of us belongs to multiple cultures that give us messages about what is normal, appropriate, and expected. When others do not meet our expectations, it is often a cue that our cultural expectations are different.

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We may mistake differences between others and us for evidence of bad faith or lack of common sense on the part of others, not realizing that common sense is also cultural.

What is common to one group may seem strange, counterintuitive, or wrong to another. Cultural messages shape our understandings of relationships, and of how to deal with the conflict and harmony that are always present whenever two or more people come together. Writing about or working across cultures is complicated, but not impossible. Here are some complications in working with cultural dimensions of conflict, and the implications that flow from them: Culture is constantly in flux -- as conditions change, cultural groups adapt in dynamic and sometimes unpredictable ways.

Culture is largely below the surface, influencing identities and meaning-making, or who we believe ourselves to be and what we care about -- it is not easy to access these symbolic levels since they are largely outside our awareness. Cultural influences and identities become important depending on context. When an aspect of cultural identity is threatened or misunderstood, it may become relatively more important than other cultural identities and this fixed, narrow identity may become the focus of stereotyping negative projection, and conflict. This is a very common situation in intractable conflicts.

Since culture is so closely related to our identities (who we think we are), and the ways we make meaning (what is important to us and how), it is always a factor in conflict. Cultural awareness leads us to apply the Platinum Rule in place of the Golden Rule. Rather than the maxim " Do unto others as

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you would have them do unto you," the Platinum Rule advises: " Do unto others as they would have you do unto them. " Cultures are embedded in every conflict because conflicts arise in human relationships. Cultures affect the ways we name, frame, blame, and attempt to tame conflicts. Whether a conflict exists at all is a cultural question.

In an interview conducted in Canada, an elderly Chinese man indicated he had experienced no conflict at all for the previous 40 years. [2] Among the possible reasons for his denial was a cultural preference to see the world through lenses of harmony rather than conflict, as encouraged by his Confucian upbringing. Labeling some of our interactions as conflicts and analyzing them into smaller component parts is a distinctly Western approach that may obscure other aspects of relationships. Culture is always a factor in conflict, whether it plays a central role or influences it subtly and gently.

For any conflict that touches us where it matters, where we make meaning and hold our identities, there is always a cultural component. Intractable conflicts like the Israeli-Palestinian conflict or the India-Pakistan conflict over Kashmir are not just about territorial, boundary, and sovereignty issues they are also about acknowledgement, representation, and legitimization of different identities and ways of living, being, and making meaning. Conflicts between teenagers and parents are shaped by generational culture, and conflicts between spouses or partners are influenced by gender culture.

In organizations, conflicts arising from different disciplinary cultures escalate tensions between co-workers, creating strained or inaccurate communication and stressed relationships. Culture permeates

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conflict no matter what -- sometimes pushing forth with intensity, other times quietly snaking along, hardly announcing its presence until surprised people nearly stumble on it. Culture is inextricable from conflict, though it does not cause it. When differences surface in families, organizations, or communities, culture is always present, shaping perceptions, attitudes, behaviors, and outcomes.

When the cultural groups we belong to are a large majority in our community or nation, we are less likely to be aware of the content of the messages they send us. Cultures shared by dominant groups often seem to be "natural," "normal" -- "the way things are done." We only notice the effect of cultures that are different from our own, attending to behaviors that we label exotic or strange. Though culture is intertwined with conflict, some approaches to conflict resolution minimize cultural issues and influences. Since culture is like an iceberg largely submerged -- it is important to include it in our analyses and interventions.

Icebergs unacknowledged can be dangerous, and it is impossible to make choices about them if we don't know their size or place. Acknowledging culture and bringing cultural fluency to conflicts can help all kinds of people make more intentional, adaptive choices. Given culture's important role in conflicts, what should be done to keep it in mind and include it in response plans? Cultures may act like temperamental children: complicated, elusive, and difficult to predict. Unless we develop comfort with culture as an integral part of conflict, we may find ourselves tangled in its net of complexity, limited by our own cultural lenses.

Cultural fluency is a key tool for disentangling and managing multilayered, cultural conflicts. Cultural fluency means familiarity with cultures: their natures, how they work, and ways they intertwine with our relationships in times of conflict and harmony. Cultural fluency means awareness of several dimensions of culture, including

- Communication,
- Ways of naming, framing, and taming conflict,
- Approaches to meaning making,
- Identities and roles. Each of these is described in more detail below.

As people communicate, they move along a continuum between high- and low-context.

Depending on the kind of relationship, the context, and the purpose of communication, they may be more or less explicit and direct. In close relationships, communication shorthand is often used, which makes communication opaque to outsiders but perfectly clear to the parties. With strangers, the same people may choose low-context communication. Low- and high-context communication refers not only to individual communication strategies, but may be used to understand cultural groups. Generally, Western cultures tend to gravitate toward low-context starting points, while Eastern and Southern cultures tend to high-context communication.

Within these huge categories, there are important differences and many variations. Where high-context communication tends to be featured, it is useful to pay specific attention to nonverbal cues and the behavior of others who may know more of the unstated rules governing the communication.

Where low-context communication is the norm, directness is likely to be expected in return. There are many other ways that communication varies across cultures. Ways of naming, framing, and taming conflict vary across cultural boundaries. As the example of the elderly Chinese interviewee illustrates, not everyone agrees on what constitutes a conflict.

For those accustomed to subdued, calm discussion, an emotional exchange among family members may seem a threatening conflict. The family members themselves may look at their exchange as a normal and desirable airing of differing views. These are just some of the ways that taming conflict varies across cultures. Third parties may use different strategies with quite different goals, depending on their cultural sense of what is needed. In multicultural contexts, parties' expectations of how conflict should be addressed may vary, further escalating an existing conflict. Approaches to meaning-making also vary across cultures.

Hampden-Turner and Trompenaars suggest that people have a range of starting points for making sense of their lives, including:

- universalist (favoring rules, laws, and generalizations) and particularist (favoring exceptions, relations, and contextual evaluation)
- specificity (preferring explicit definitions, breaking down wholes into component parts, and measurable results) and diffuseness (focusing on patterns, the big picture, and process over outcome)
- inner direction (sees virtue in individuals who strive to realize their conscious purpose) and outer direction (where virtue is outside each of us in natural rhythms, nature, beauty, and relationships)

- synchronous time (cyclical and spiraling) and sequential time (linear and unidirectional).

5] When we don't understand that others may have quite different starting points, conflict is more likely to occur and to escalate. Even though the starting points themselves are neutral, negative motives are easily attributed to someone who begins from a different end of the continuum.

[6]For example, when First Nations people sit down with government representatives to negotiate land claims in Canada or Australia, different ideas of time may make it difficult to establish rapport and make progress. First Nations people tend to see time as stretching forward and back, binding them in relationship with seven generations in both directions. Their actions and choices in the present are thus relevant to history and to their progeny.

Government negotiators acculturated to Western European ideas of time may find the telling of historical tales and the consideration of projections generations into the future tedious and irrelevant unless they understand the variations in the way time is understood by First Nations people. Of course, this example draws on generalizations that may or may not apply in a particular situation. There are many different Aboriginal peoples in Canada, Australia, New Zealand, the United States, and elsewhere. Each has a distinct culture, and these cultures have different relationships to time, different ideas about negotiation, and unique identities. Government negotiators may also have a range of ethno cultural identities, and may not fit the stereotype of the woman or man in a hurry, with a measured, pressured orientation toward time.



Examples can also be drawn from the other three dimensions identified by Hampden-Turner and Trompenaars. When an intractable conflict has been ongoing for years or even generations, should there be recourse to international standards and interveners, or local rules and practices? Those favoring a universalist starting point are more likely to prefer international intervention and the setting of international standards. Particularists will be more comfortable with a tailor-made, home-grown approach than with the imposition of general rules that may or may not fit their needs and context. Specificity and diffuseness also lead to conflict and conflict escalation in many instances.

People, who speak in specifics, looking for practical solutions to challenges that can be implemented and measured, may find those who focus on process, feelings, and the big picture obstructionist and frustrating. On the other hand, those whose starting points are diffuse are more apt to catch the flaw in the sum that is not easy to detect by looking at the component parts, and to see the context into which specific ideas must fit. Inner-directed people tend to feel confident that they can affect change, believing that they are "the masters of their fate, the captains of their souls. They focus more on product than process. Imagine their frustration when faced with outer-directed people, whose attention goes to nurturing relationships, living in harmony with nature, going with the flow, and paying attention to processes rather than products.

As with each of the above sets of starting points, neither is right or wrong; they are simply different. A focus on process is helpful, but not if it completely fails to ignore outcomes. A focus on outcomes is useful, but it is

also important to monitor the tone and direction of the process. Cultural fluency means being aware of different sets of starting points, and having a way to speak in both dialects, helping translate between them when they are making conflict worse. This can be done by storytelling and by the creation of shared stories, stories that are co-constructed to make room for multiple points of view within them. Often, people in conflict tell stories that sound as though both cannot be true.

Narrative conflict-resolution approaches help them leave their concern with truth and being right on the sideline for a time, turning their attention instead to stories in which they can both see themselves. Another way to explore meaning making is through metaphors. Metaphors are compact, tightly packaged word pictures that convey a great deal of information in shorthand form. For example, in exploring how a conflict began, one side may talk about its origins being buried in the mists of time before there were boundaries and roads and written laws. The other may see it as the offspring of a vexatious lawsuit begun in 1946. Neither is wrong -- the issue may well have deep roots, and the lawsuit was surely a part of the evolution of the conflict.

As the two sides talk about their metaphors, the more diffuse starting point wrapped up in the mists of time meets the more specific one, attached to a particular legal action. As the two talk, they deepen their understanding of each other in context, and learn more about their respective roles and identities. In collectivist settings, the following values tend to be privileged:

- cooperation
- filial piety (respect for and deference toward elders)

- participation in shared progress
- reputation of the group
- interdependence

In individualist settings, the following values tend to be privileged:

- competition
- independence
- individual achievement
- personal growth and fulfillment
- self-reliance

When individualist and communitarian starting points influence those on either side of a conflict, escalation may result. Individualists may see no problem with "no holds barred" confrontation, while communitarian counterparts shrink from bringing dishonor or face-loss to their group by behaving in unseemly ways. In the end, one should remember that, as with other patterns described, most people are not purely individualist or communitarian. Rather, people tend to have individualist or communitarian starting points, depending on one's upbringing, experience, and the context of the situation.

## **Conclusion**

There is no one-size-fits-all approach to conflict resolution, since culture is always a factor.

Cultural fluency is therefore a core competency for those who intervene in conflicts or simply want to function more effectively in their own lives and situations. Cultural fluency involves recognizing and acting respectfully from

the knowledge that communication, ways of naming, framing, and taming conflict, approaches to meaning-making, and identities and roles vary across cultures.

## LITERATURE

1. John Paul Lederach, in his book: Conflict Transformation Across Cultures <http://www.preventelderabuse.org/issues/culture.html>
2. <http://culture360.org/magazine/role-of-culture-in-society-asian-perspectives-and-european-experiences/>
3. [http://www.lindsay-sherwin.co.uk/guide\\_managing\\_change/html\\_overview/05\\_culture\\_handy.htm](http://www.lindsay-sherwin.co.uk/guide_managing_change/html_overview/05_culture_handy.htm)