SIETAR NEDERLAND

Theme 2016: Workplaces

Groningen, January 13, 2016

The model (DMIS)

- The DMIS consists of a developmental sequence of human orientations when dealing with cultural differences.

- The underlying assumption of the model is that as our experience with - and understanding of - cultural differences becomes more complex, our potential competence in intercultural interactions increases
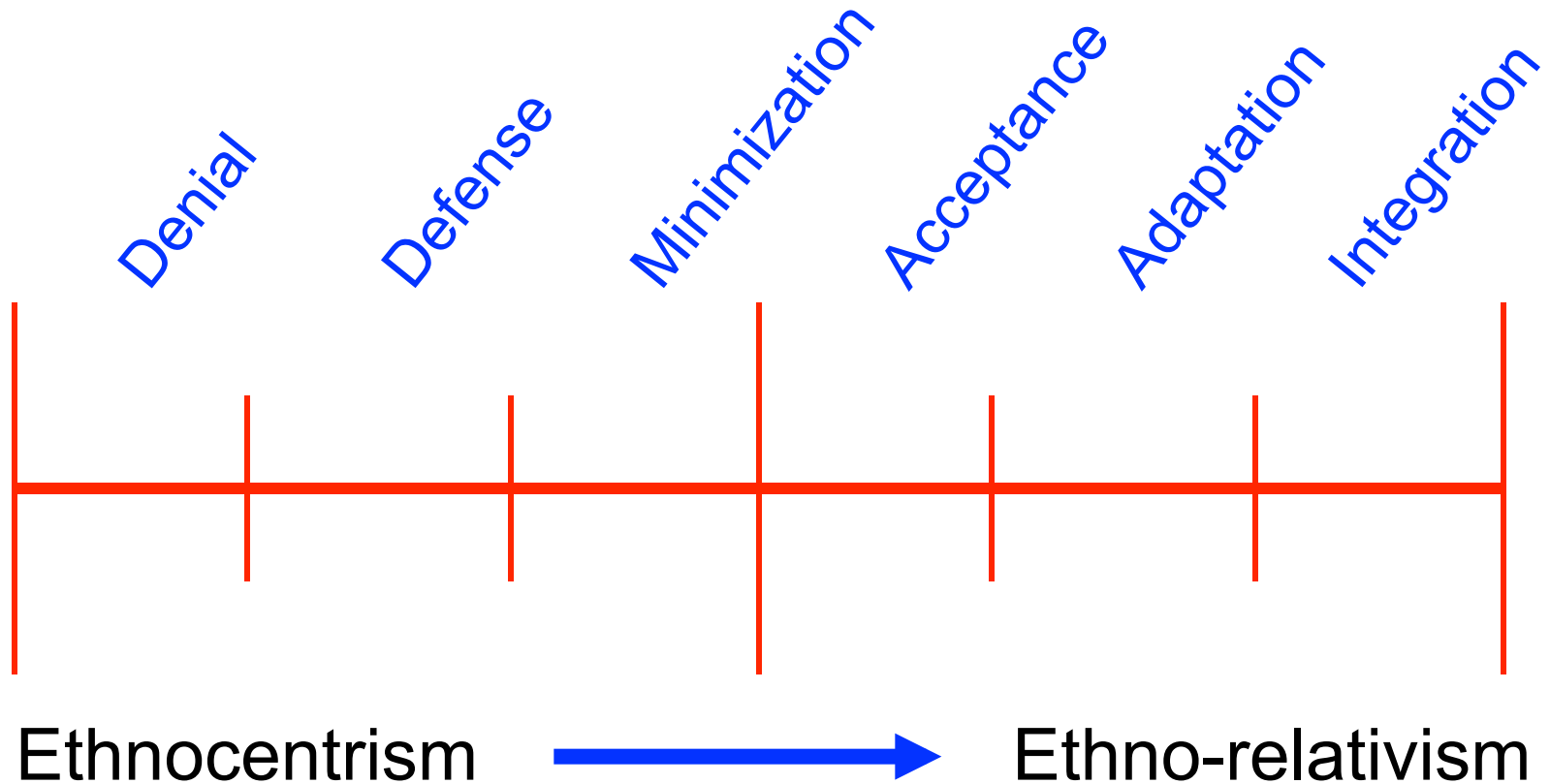
DMIS resource material

- Bennett, J. M. (1993). Cultural marginality: Identity issues in intercultural training. In R. Michael Paige (Ed.), *Education for the intercultural experience* (pp. 109-135). Yarmouth, ME: Intercultural Press.

- Bennett, J. M., & Bennett, M. J. (2004). Developing intercultural sensitivity: An integrative approach to global and domestic diversity. In D. Landis, J. M. Bennett & M. J. Bennett (Eds.), *Handbook of intercultural training* (3rd ed., pp. 147-165). Thousand Oaks, CA: Sage.

- Bennett, J. M. (2008). Transformative training: Designing programs for culture learning. In M. A. Moodian (Ed.), *Contemporary leadership and intercultural competence: Understanding and utilizing cultural diversity to build successful organizations* (pp.95-110). Thousand Oaks, CA: Sage.

- Bennett, M. J. (1986). Toward ethnorelativism: A developmental model of intercultural sensitivity. In R. Michael Paige (Ed.), *Cross-cultural orientation: New conceptualizations and applications* (pp. 27-69). New York, NY: University Press of America.

- Bennett, M. J. (1993). Towards ethnorelativism: A developmental model of intercultural sensitivity. In R. Michael Paige (Ed.), *Education for the intercultural experience* (pp. 21-71). Yarmouth, ME: Intercultural Press.

- Bennett, M. J. (2004). Becoming interculturally competent. In J. Wurzel (Ed.), *Toward multiculturalism: A reader in multicultural education* (2nd ed., pp. 62-77). Newton MA: Intercultural Resource Corporation.

The underlying paradigm

- For Bennett (2004), with reference to cognitive constructivism (Kelly, 1963), the most basic theoretical concept underlying intercultural development has been that experience is being *constructed*, including cross-cultural experience (p. 72). One can have an intercultural experience without noticing it, which will typically happen when people lack the required categories for constructing it as an intercultural experience. Equally important for Bennett has been the notion of cognitive complexity: "more cognitively complex people can make finer discriminations among phenomena in a particular domain" (p. 73). Bennett makes this clear with the example of the wine connoisseur recognizing, and describing more different wines than an average person. When our categories for cultural differences become more complex, our perceptions become more culturally sensitive. A greater intercultural sensitivity may result in greater intercultural competence since people are now equipped with an ability to take another perspective when communicating.

Development Model of Intercultural Sensitivity (DMIS)

Denial

Defense

Minimization

Acceptance

Adaptation

Integration

Ethnocentrism → Ethno-relativism

DMIS:
Dealing with Difference

Ethnocentric
Denial of difference
Polarization of difference (Defense / Reversal)
Minimization of difference

Ethno-relative
Acceptance of difference
Adaptation to difference
Integration of difference

IDC™:
Dealing with Difference (revised)

Monocultural

Denial of difference

Polarization of difference (2 forms)

Transitional

Minimization of difference

Intercultural

Acceptance of difference
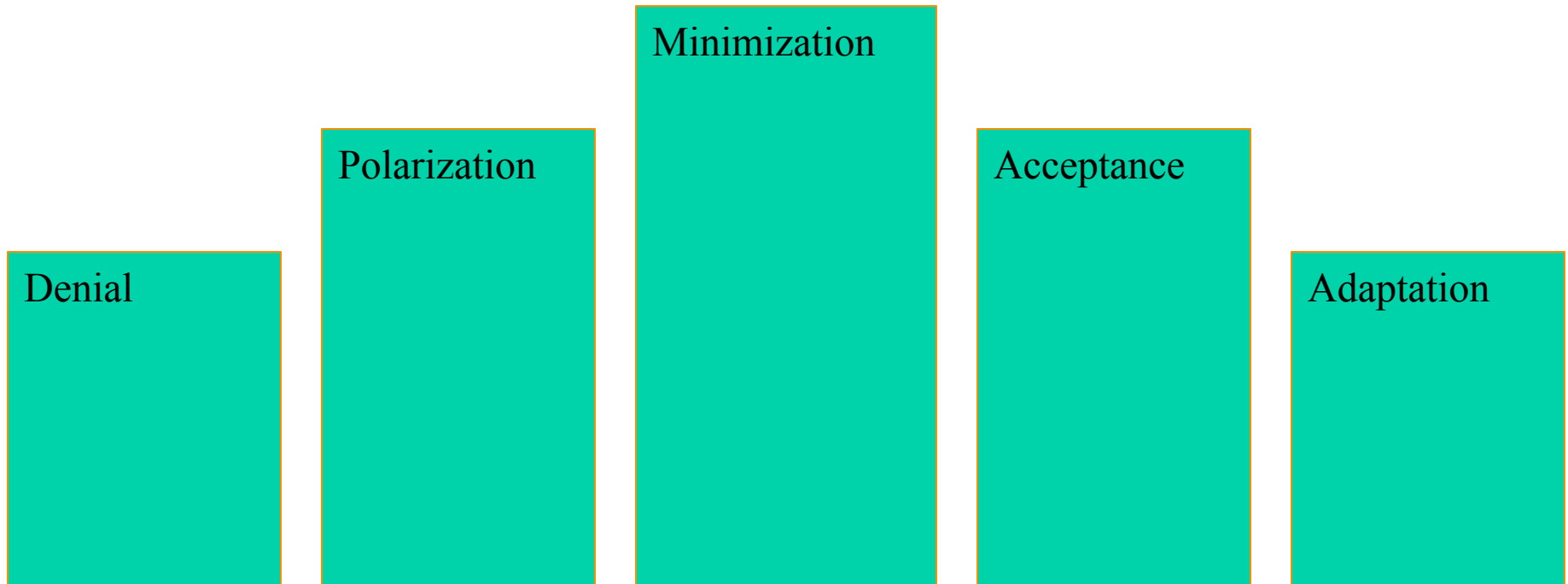
Adaptation to difference

Cultural Disengagement

(separate scale)

IDC™

transition

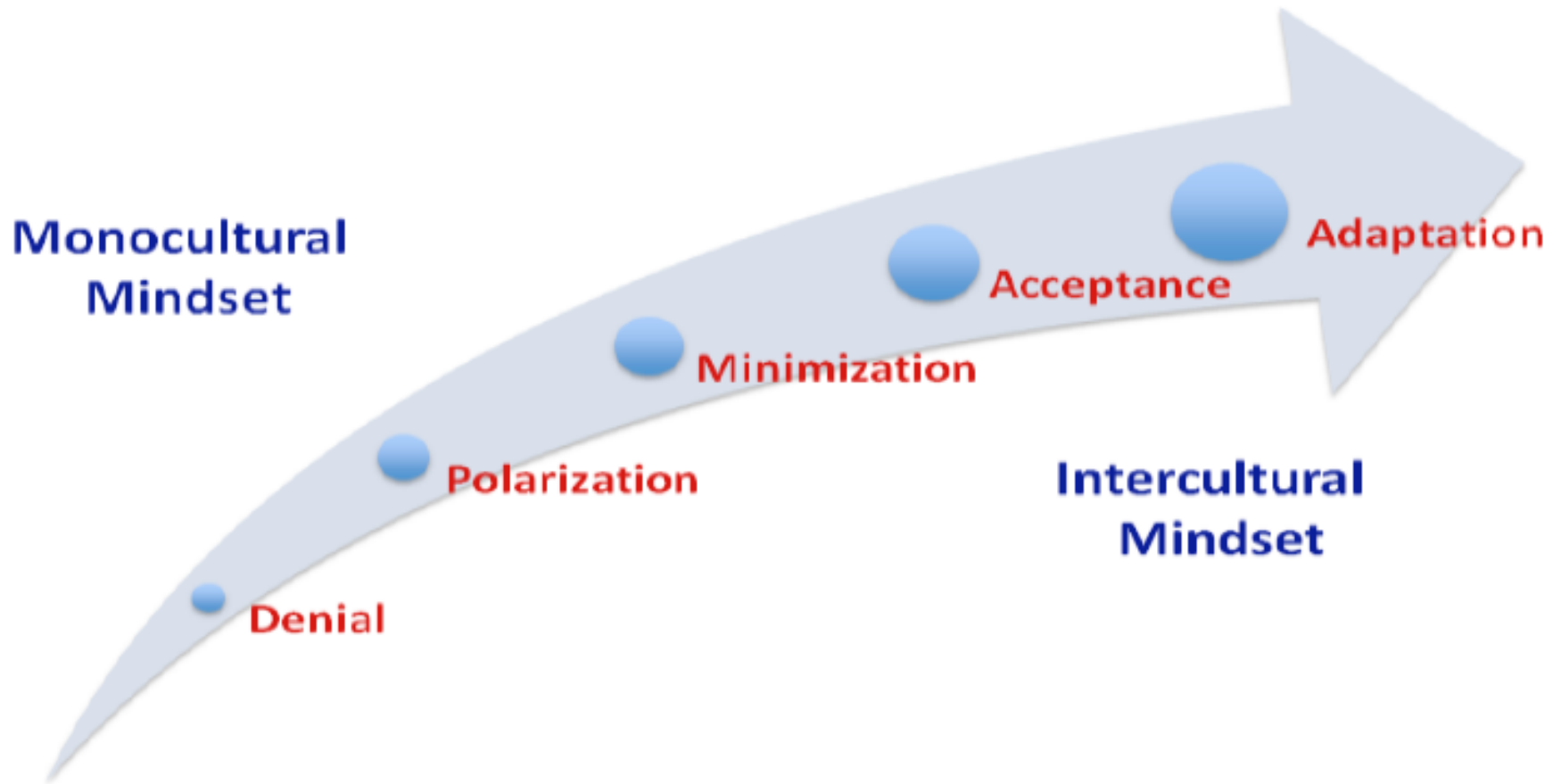Minimization

Polarization

Acceptance

Denial

Adaptation

~~Ethnocentric stages~~   ~~Ethno-relative stages~~

Monocultural mindset   Intercultural mindset

Intercultural Development Continuum

Source: https://idiinventory.com/products/the-intercultural-development-continuum-idc/

Denial

- Denial consists of a Disinterest in other cultures and a more active Avoidance of cultural difference. Individuals with a Denial orientation often do not see differences in perceptions and behavior as "cultural." A Denial orientation is characteristic of individuals who have limited experience with other cultural groups and therefore tend to operate with broad stereotypes and generalizations about the cultural "other."

Source: https://idiinventory.com/products/the-intercultural-development-continuum-idc/

Polarization

- Polarization is an evaluative mindset that views cultural differences from an "us versus them" perspective. Polarization can take the form of Defense, or Reversal. Within Defense, cultural differences are often seen as divisive and threatening to one's own "way of doing things." Reversal is a mindset that values and may idealize other cultural practices while denigrating one's own culture group.

Source: https://idiinventory.com/products/the-intercultural-development-continuum-idc/

Minimization

- Minimization is a transitional mindset and highlights commonalities in both human Similarity (basic needs) and Universalism (universal values and principles) that can mask a deeper understanding of cultural differences.

Minimization (b)

- Minimization can take one of two forms: (a) the highlighting of commonalities due to limited cultural self-understanding, which is more commonly experienced by dominant group members within a cultural community; or (b) the highlighting of commonalities as a strategy for navigating the values and practices largely determined by the dominant culture group, by non-dominant group members within a larger cultural community ('go along to get along')

Source: https://idiinventory.com/products/the-intercultural-development-continuum-idc/

Acceptance

- With an Acceptance orientation, individuals recognize and appreciate patterns of cultural difference and commonality in their own and other cultures. An Acceptance orientation is curious to learn how a cultural pattern of behavior makes sense within different cultural communities. While a person within Acceptance embraces a deeper understanding of cultural differences, this can [still] lead to the individual struggling with reconciling behavior in another cultural group

Adaptation

- An Adaptation orientation consists of both shifting one's cultural perspective, and changing behavior in authentic and culturally appropriate ways. Adaptation enables deep cultural bridging across diverse communities .... problems can arise when people with Adaptation mindsets express little tolerance toward people who engage diversity from other developmental orientations. This can result in people with Adaptive capabilities being marginalized in their workplace.

Source: https://idiinventory.com/products/the-intercultural-development-continuum-idc/

Cultural Disengagement

- Cultural Disengagement is not an orientation on the Intercultural Competence Continuum. It involves the degree of connection or disconnection an individual or group experiences toward a primary cultural community.

An exercise