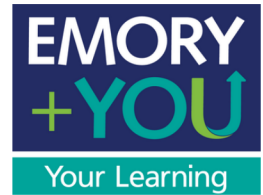


Cultural Considerations

A job aid for supervisors



People from different cultures often communicate differently due to variations in language, customs, ways of thinking, and social norms. Our communication preferences and habits include not only spoken language, but also body language, etiquette, volume, gesture, and tone.

When evaluating employees' communications skills, it is important to consider an employee's background and style. Communicating differently is not the same as communicating poorly!

Examples of Differences in Communication

Direct v Indirect Communication: In some cultures, people communicate directly and explicitly, while in others, a more delicate and emotionally sensitive approach is preferred.

Timing/Pacing: Some cultures value efficiency and prefer to get straight to the point, while others prioritize building relationships through small talk first.

Nonverbals: Body language (including eye contact and gestures) can vary significantly across cultures. What might be considered appropriate or polite in one culture could be perceived as rude or offensive in another.

Politeness and Formality: Some cultures place a strong emphasis on formal language and etiquette, while others may value a more casual and relaxed approach.

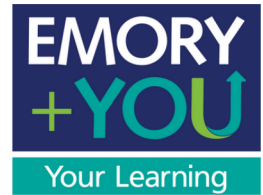
What To Do...

- Be mindful and respectful of cultural differences when evaluating employees.
- Guard against unconscious bias that can occur due to your own social norms.
- Evaluate each individual relative to the competency criteria, not to other employees.
- Address communication strategies and skills *before* the annual performance review cycle - this provides an opportunity for you and your direct reports to create mutual understanding and expectations.



Neurodiversity Considerations

A job aid for supervisors



"Neurodiversity" recognizes that each of us has a unique way we experience and interact with the world. **"Neurodivergent"** individuals are those who experience and interact with the world in a way that is considered different, in some way, from **"neurotypical"** people (who are the majority). Some common examples of neurodivergence include: Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD), and Dyslexia.

Neurodivergent people may communicate in ways that differ from neurotypical individuals due to variations in processing, social cues, sensory sensitivities, and language approaches.

Examples of Differences in Communication

Literal Communication: Neurodivergent individuals may tend to communicate more literally, often taking language at face value. They may struggle with understanding sarcasm, metaphors, or expressions commonly used in conversations.

Processing Time: Some neurodivergent individuals may require additional processing time to respond to questions or instructions.

Nonverbal Communication: Neurodivergent individuals may have difficulty interpreting or using nonverbal cues such as eye contact, facial expressions, or body language.

Social Nuances: Neurodivergent individuals may struggle with understanding social nuances such as turn-taking in conversations, initiating interactions, or recognizing when it's appropriate to interject.

What To Do...

- Approach the evaluation process with empathy, flexibility, and a focus on individual strengths.
- Understand and accommodate individual differences as needed, but refrain from diagnosing neurodivergence.
- Evaluate each individual relative to the competency criteria, not to other employees.
- Address communication strategies and skills *before* the annual performance review cycle - this provides an opportunity for you and your direct reports to create mutual understanding and expectations.



Want additional support? Register for our "Practicing Allyship: Neurodiversity" workshop!

