



Smart Strategies for Talent Development
Coaching & Leading Across Cultures

Presented by Kate Ebner and special guest Karen Curnow



Welcome!



Izzy Martens

Webinar Host

Senior Manager,
Client Experience &
Communications
The Nebo Company

How to participate in today's webinar

1. Participate in the poll

- At one point during this webinar, you'll be invited to participate in a group poll. Please do so!

2. Type in your questions

- Kate and Karen will save time at the end for answering questions. You will use the Q&A function to type in your questions and we will read them aloud.
- If you have a question at any time during the webinar, please feel free to write-in your question using the "Q&A" or "chat" function in your Zoom window.

3. Troubleshooting

- If you need help troubleshooting at any time during the webinar, please send me a direct email at imartens@nebocompany.com



Kate Ebner

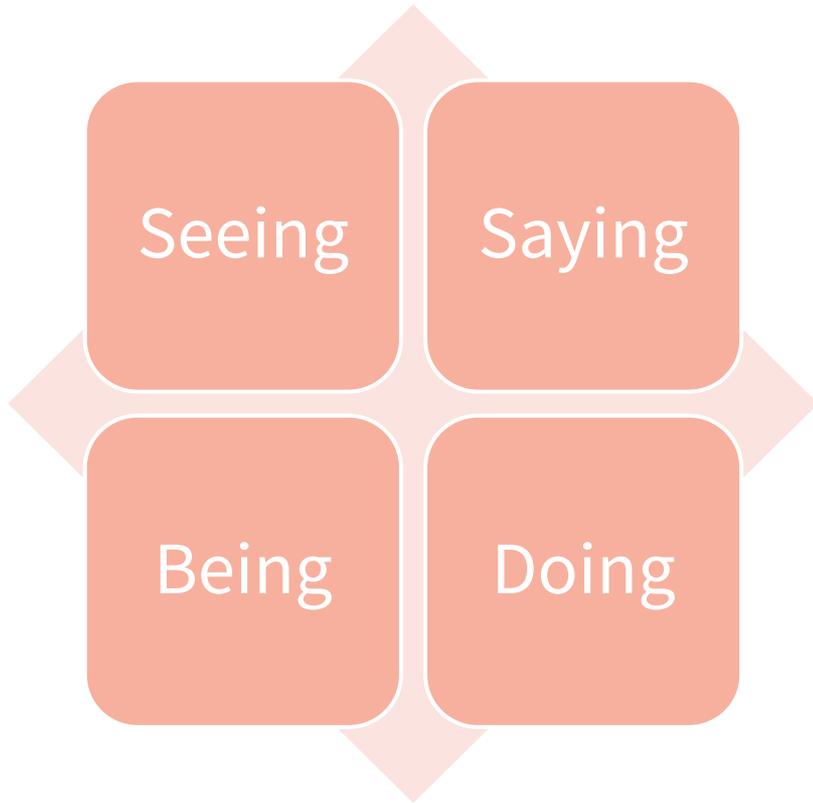
Founder of
The Nebo Company
Executive Leadership Coach



Karen Curnow

Founder of
Compass International
International Leadership Coach

Leading and Coaching Across Cultures



Today's topic is an **introduction** to **distinctions** necessary to leading and coaching across **cultures**. We will **explore**:

- **Distinctions** to learn about culture
- **How to “see”** the uniqueness of culture, whether organizationally or identity-based
- **Competencies** and skills to develop in order to become more confident and adept at understanding and navigating cultural difference

Transformational Leadership Model, ©
Institute for Transformational Leadership
Georgetown University

What are some of the cultures that are present in your work (in you, staff members, coworkers, clients)?

What is culture?

Culture is *“the collective programming of the mind that distinguishes the members of one group or category of people from others.”*

– Geert Hofstede

Culture is the way we have been taught to see and engage with the world.



Group Poll

Where does culture present the biggest challenges in leading and managing your organization?

- A. Conflict Management
- B. Decision-Making
- C. Managing Performance
- D. Inspiration and Vision
- E. Communications
- F. Leading Change
- G. Other



***“Culture hides more than it reveals,
And, strangely enough, what it hides,
it hides most effectively
from its own participants.”***

— Edward T. Hall

Classics: Hall's Key Cultural Factors

Context: Low Context and High Context

Time: Polychronic and Monochronic

Space: Private Space and Territoriality

Classics: Hofstede's Cultural Values Dimensions

Low Power Distance

High Power Distance



Low Uncertainty Avoidance

High Uncertainty Avoidance



Collectivism

Individualism



Cooperation

Competition



Short-Term Time Orientation

Long-Term Orientation



Restrained

Indulgent



Newer Voices

Wursten:

- Leading across cultures must extend beyond DEI programs, in which generally “**cultural assumptions are kept implicit.**”
- Acknowledged the interplay, interaction, and impact of Hofstede’s dimensions of culture, rather than seeing them as compartmented, to create “Mental Images.”

The 7 Mental Images of National Culture: Leading and Managing in a Globalized World by
Huib Wursten, 2019

Ghemawat:

Myths of Globalization include:

- **Globaloney:** persistent tendency to overstate how globalized the world is and the belief in globalization as a path to limitless growth opportunities.
- **Technotrance:** an incorrect belief (fantasy/nightmare) that a new technology abolishes borders and distances, regardless of national laws and cultural differences

The New Global Road Map: Enduring Strategies for Turbulent Times by Pankaj
Ghemwat, 2018

The Culture Map

“Cultural patterns of behavior and belief frequently impact our perceptions (what we see), cognitions (what we think), and actions (what we do).”

What Managers and Leaders Navigate When Crossing Cultures:

- 1. Communicating** (low or high context)
- 2. Evaluating** (direct or indirect negative feedback)
- 3. Persuading** (principles-first or applications-first)
- 4. Leading** (egalitarian or hierarchical)
- 5. Deciding** (consensual or top-down)
- 6. Trusting** (task-based or relationship-based)
- 7. Disagreeing** (confrontational or confrontation avoidant)
- 8. Scheduling** (linear time or flexible time)

– Erin Meyer, *The Culture Map* (2014)

Crossing Cultures in a New Decade

*How will these
change us?*

- Gadgets and Technology?
- Television?
- Virtual Teams?
- Social Networking?

Interaction. Identity. Influence.

Ting-Toomey and Chung, *Understanding Intercultural Communication* (2012)

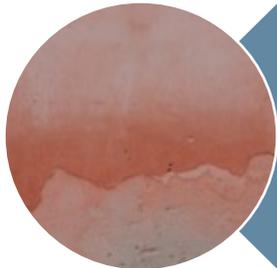
A photograph of a cable-stayed bridge over a body of water during sunset. The sky is filled with soft, orange and pink clouds, and the sun is low on the horizon, creating a warm glow. The bridge's tall, dark pylons and numerous stay cables are silhouetted against the bright sky. The water reflects the colors of the sunset. In the foreground, the bridge deck is visible with some vehicles. The overall scene is serene and atmospheric.

What are some of the things you already do that support your success in leading/coaching across cultures?

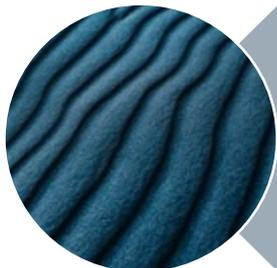
ICF Competencies that Build Your Cultural Fluency



Demonstrates Ethical Practice



Cultivates Trust and Safety



Listens Actively

An effective intercultural communicator is:

- Adaptive, flexible
- Aware of separate, ethnocentric realities
- Creative and Experimental
- Slow to judge verbal and non-verbal communications
- Courageous and persistent in trying new approaches
- Self-aware culturally
- Other-centered
- Respectful of varying identities
- Developmentally-focused, engaging a strong ability to deal with ambiguities, paradoxes, and surprises

Crossing Cultures: *Deliberate* Identity Practices

Ask about what aspects of their social and cultural identities are most active or alive for the other? What do they want you to know about “who they are?”

Consider larger environmental or systemic dynamics that may be operating in the other’s situation.

Acknowledge when there is a difficult news event that may be affecting the other, given their culture and group affiliations.

Learn some of the other’s culture(s) and language, to help you spot moments of cultural blindness, disorientation, or conflict.

Crossing Cultures: *Subtle* Identity Practices

Explore your own identities. What aspects of you are active or front of mind for you? What impact do they have on how you lead/coach?

Do your own ethnocentrism- and bias-busting work.

Notice moments of disconnection with others, and consider whether culture or identity differences may be contributing.

Note patterns of reaction in the other, and consider that their source may be cultural or identity-related.

Consider the possible impact of the other person's experiences of internalized oppression, marginalization, privilege, power, rank, and cultural awareness on your relationship.

A culturally-
sensitive
leader/coach...

1. **Chooses and returns to love and care** as orientation, not fear and reaction.
2. **Is humble yet bold.** Doesn't assume he/she/they "know" exactly where the other is coming from.
3. **Does his/her/their own work** related to culture, identity, bias, and equity.
4. **Acknowledges and values** his/her/their cultural roots and teachers.
5. **Recognizes intersectionality**, the interplay of a person's multiple identities, and its impact on their and the other's personal experience.
6. **Knows how to shift focus** back to the other in difficult or confusing moments.

Remember....

Developing your ability to lead or coach across cultures is about learning how to see *with new eyes* by looking through the lenses of culture.

Learning to see differently requires empathy, humility, curiosity and courage. It is a lifelong pursuit.

Discussion



Thank you!

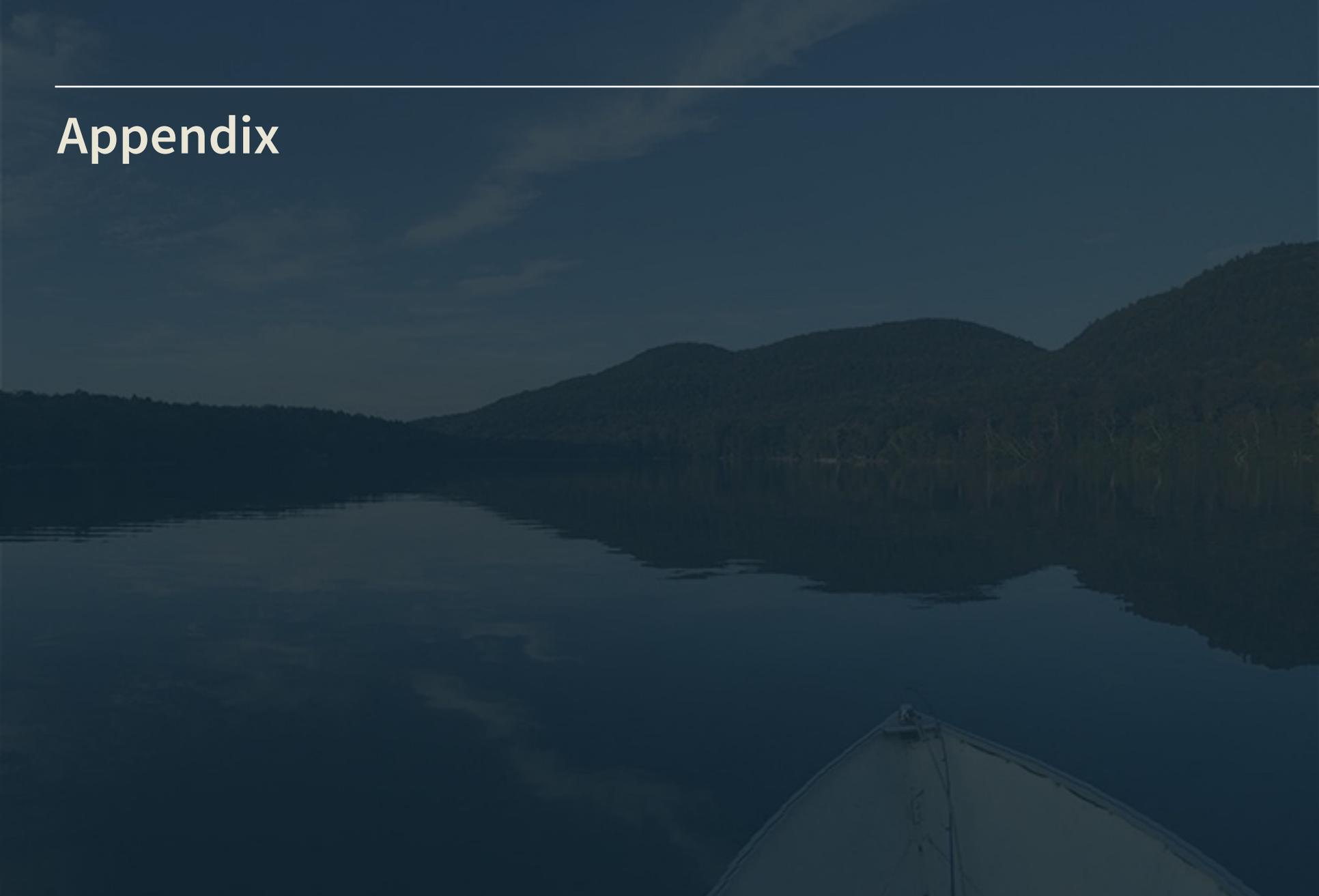
We loved engaging with you during the Smart Strategies Webinar Series!

We're brainstorming ideas for the next series. Any topics you'd like to see covered?

*Send us your ideas at:
leadership@nebocompany.com*



Appendix



Details from Hofstede's Cultural Values Dimensions

Power Distance	The extent to which the less powerful members of society accept that power is distributed unequally
Uncertainty Avoidance	The extent to which people feel uncomfortable with or threatened by uncertainty and ambiguity and try to avoid these situations.
Individualism	The degree of interdependence among people. Individualist: look after themselves and their immediate (nuclear) family only or Collectivist: belonging to in-groups (families, clans, or organizations), which are supposed to look after them in exchange for loyalty.
Masculinity	The degree to which the dominant values in society are achievement and success (Masculine-competition) or caring for others and quality of life (Feminine-cooperation).
Time Orientation	A society's time focus: either long term (Pragmatic – preparing for the future) or short term (Normative – maintaining traditions and suspicious of change).
Indulgence	The extent to which people try to control their desires and impulses.

Crossing Cultures in a New Decade: How Will These Change Us?

Gadgets and Technology:

- Interactions face to face or via a gadget?
- How has your use of the Internet shaped you, your communication style, and your identity?
- Gadgets have transformed the way we communicate with each other.
- More truncated language and emoticons are the norm.
- Mobile phone, main distracter from face-to-face conversation; average users spend 209 minutes/day on phone, often in public areas.

Television:

- Can be an identity supplier, providing escape from traditional-based cultural values, and forging a sense of communal belonging.
- International programs are shown globally based on US culture, values of pop culture, and consumerism.

Virtual Teams and Social Networking:

- Can expand our intercultural relationships and allow for collective support.
- Virtual meetings normal, complete with intercultural misunderstandings, mistrust, language barriers

– Ting-Toomey and Chung, *Understanding Intercultural Communication* (2012)