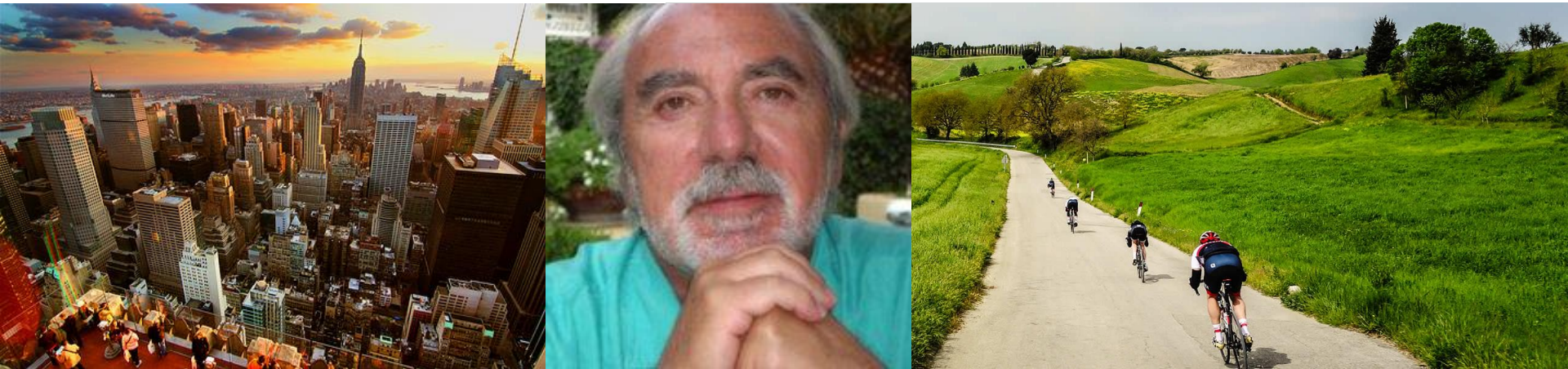


Mastering a Global Mindset

Presented by CultureWizard

info@rw-3.com

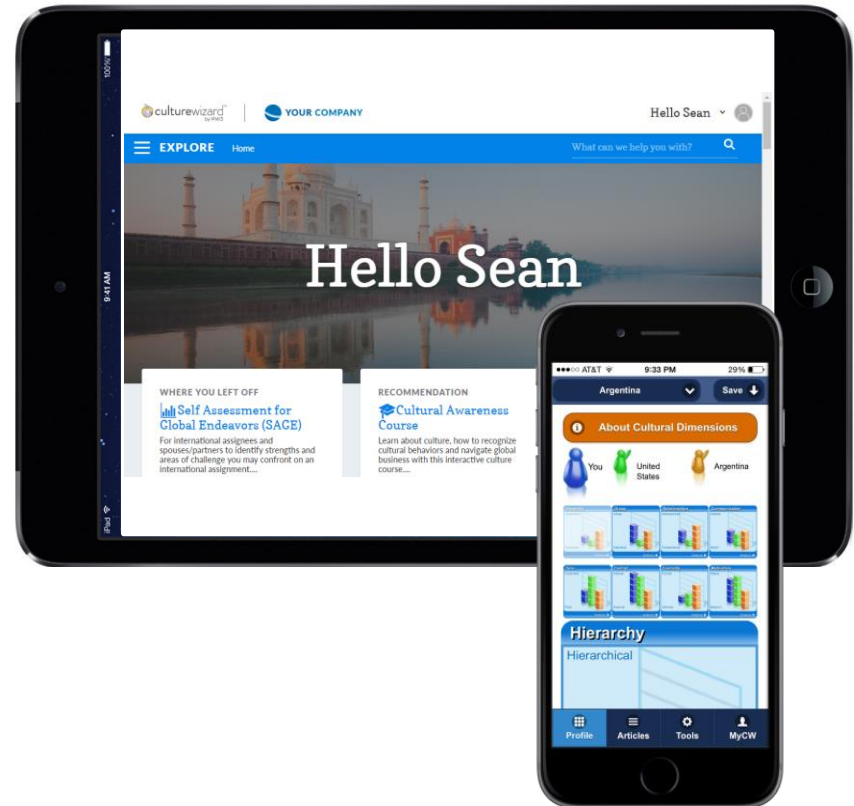
Who in the world is **Mike Schell**?



CEO, RW3 CultureWizard

RW3 CULTUREWIZARD

- Established in 2001 in New York
- 30+ years experience with intercultural training, global talent development and global mobility
- Blended learning experts: digital, mobile and instructor-led training
- Clients comprise over 150 global organizations
- Authors of *Managing Across Cultures & Capitalizing on the Global Workforce*



Who in the world is Sean Dubberke?

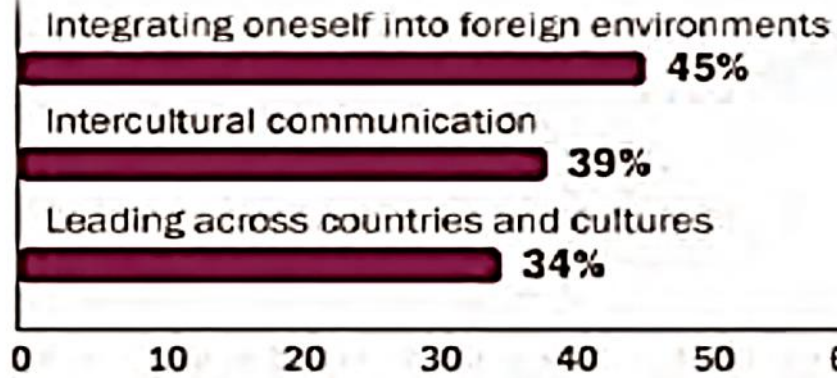
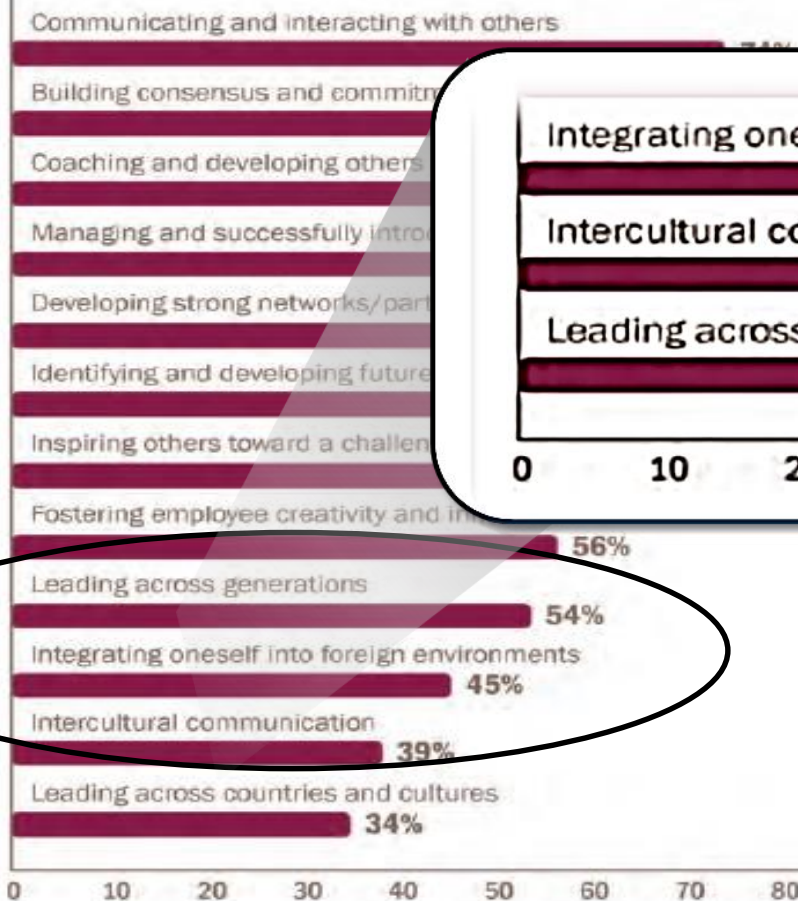


Director of Learning, RW3 CultureWizard



LACK OF INTERCULTURAL SKILLS

Percent of Leaders Considering Themselves Highly Effective



Survey of 13,124 professionals from 48 countries and in 32 industries.

Source: DDI and The Conference Board 2015

UNIQUE CHALLENGES FOR VIRTUAL & GLOBAL TEAMS



OBJECTIVES



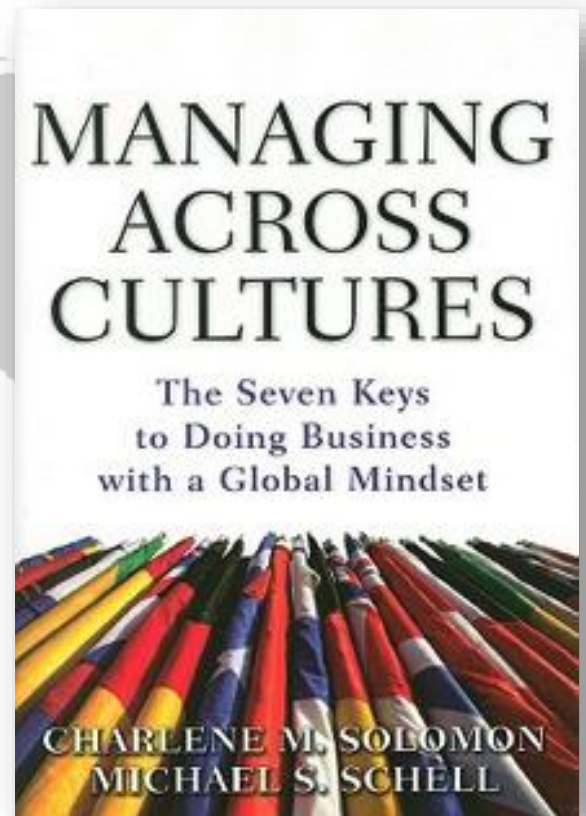
- Deepen awareness of cultural values and how they impact the workplace
- Commit to developing a global mindset and a repertoire of culturally appropriate and productive business strategies
- Create a personal action plan for the next 30 days

AGENDA

- 
1. How Culture Impacts the Workplace
 2. Mastering a Global Mindset in 5 Ways
 3. Personal Action Plan & Conclusion

A GLOBAL MINDSET

The ability to integrate deep cultural awareness to instinctively adjust your style without compromising your values and goals



A Snapshot of your Global Mindset

NOT TRUE

VERY TRUE



1. I consider the impact of global events on my business and marketplace.
2. When experiencing challenges with global colleagues, I wonder if they are culturally based.
3. When developing a message, I consider the communication preferences of the audience.
4. When leading across cultures, I seek feedback on my performance from peers outside my culture.
5. At work-related events, I actively seek out conversations with people from cultures other than my own.
6. I recognize when I need to flex my style to adapt to culturally distinct environments.
7. When meeting people from other cultures, I enjoy learning about their world and ask many questions.

WHERE ARE YOU?

31 – 35	You have a global mindset, but focus on the nuanced insights and skills you can gain
26 – 30	You also have a global mindset, but there are new skills you can develop
21 – 25	You have some global business skills and cultural awareness, but there is room for improvement
< 20	You are in the right place. Pay close attention 😊



1. HOW CULTURE IMPACTS THE WORKPLACE

DEFINITIONS



“Culture is the shared ways in which groups of people understand and interpret the world.”

– Fons Trompenaars
Riding the Waves of Culture

“The collective programming of the mind which distinguishes the members of one group... from another.”

– Geert Hofstede
Cultures and Organizations

Your Challenges

- Influence without direct authority across cultures
- Language Barriers
- Building trust and relationship virtually
- Discussing cultural differences with my global teammates
- Learning style differences
- Avoiding stereotypes as a shortcut to understanding different cultures



What workplace
intercultural challenges
have you had recently?

Share in the chat box!





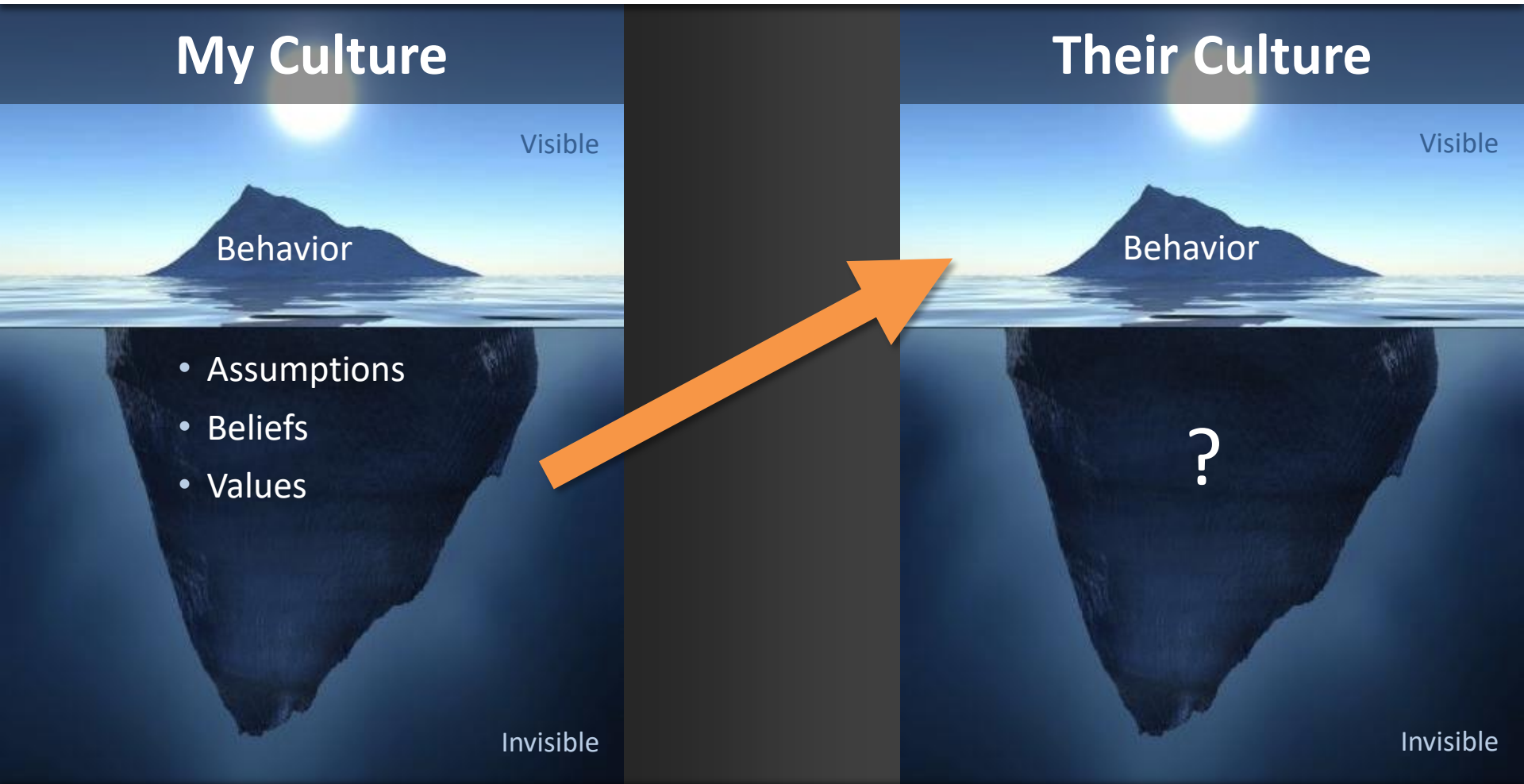
VISIBLE

- Behavior

INVISIBLE

- Assumptions
- Beliefs
- Values

EXPLORING OTHER CULTURES





2. MASTERING A GLOBAL MINDSET

Recognize your own
cultural values and biases

Develop strategies to
adjust and
flex your style

**Mastering a
Global
Mindset**

Get to know your
personality traits,
especially curiosity

Build strong
intercultural
relationships

Learn workplace
expectations of other
countries

Recognize your own cultural values and biases and appreciate that others have different values

WHY?

- Awareness that your values are culturally bound supports the ability to interpret cultural nuances
- A non-judgmental perspective on differences is critical to being an effective global professional
- Research shows self-awareness is the common denominator of great global leadership
- Understanding diversity leads to greater inclusion and better business outcomes

HOW?

- Do a cultural values self-assessment to compare yourself with typical values in other countries
- Get to know your personality traits
- Create a Life Map





◀ You

Home Country



United States
More Country Info ▶

Country of Interest

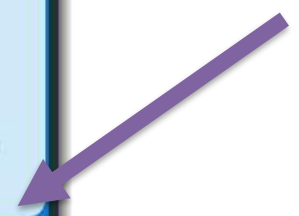


India
More Country Info ▶

Click on each dimension to learn more.

Print

<p>Hierarchy</p> <p>Hierarchical</p> <p>Egalitarian</p> <p>Analysis ▶</p>	<p>Group</p> <p>Group</p> <p>Individual</p> <p>Analysis ▶</p>	<p>Relationships</p> <p>Interpersonal</p> <p>Transactional</p> <p>Analysis ▶</p>	<p>Communication</p> <p>Indirect</p> <p>Direct</p> <p>Analysis ▶</p>
<p>Time</p> <p>Controlled</p> <p>Fluid</p> <p>Analysis ▶</p>	<p>Control</p> <p>Internal</p> <p>External</p> <p>Analysis ▶</p>	<p>Formality</p> <p>Formal</p> <p>Informal</p> <p>Analysis ▶</p>	<p>Motivation</p> <p>Status</p> <p>Balance</p> <p>Analysis ▶</p>



CultureWizard Culture Calculator





◀ You

Home Country



United States

Country of Interest



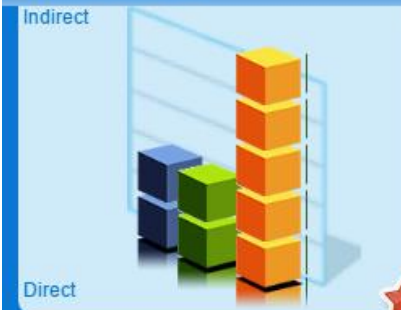
India

Click on each dimension to learn more.

Print

Communication

Close X



LOW TO HIGH

DIRECT VS. INDIRECT

People in this culture do not share your preference for directness and brevity when communicating. Instead they prefer to be more tactful and indirect. Non-verbal language also plays a significant role for them.

★ To successfully interact with people for whom non-verbal cues play an important role:

Description

Movie

You

Comparison

Discussion

- ★ Understand that direct communication can be misinterpreted as confrontational. Strive to convey your message in a subtler manner, for example by substituting "we" for "you" and "I" when raising criticisms.
- ★ In meetings, avoid using strong language, raising your voice, or interrupting people.
- ★ Practice active listening and reflect back to others what you are hearing.
 - Where possible, demonstrate sensitivity by mirroring the communication style of others as best you can. This is equally important in written communication.
 - Soften your language by using words such as "may," "might" and "tends to," as well as more formal phrasing.

CultureWizard Culture Calculator

FREE ACCESS TO CULTURE CALCULATOR

1. Search for and download “CultureWizard Mobile” via the App Store or Google Play
2. Launch the CultureWizard Mobile app and then enter your email
3. Click on “New Account”
4. On the next screen, enter "try" for "mycompany"
5. On the next screen use **ATD2017** for the access code, select your home country, country of interest and a password



TAKE A PICTURE OF THIS SLIDE TO REMEMBER!

“Discovering Your Authentic Leadership” Research

Interviews with 125 leaders

Ages 23 – 93 (15 people per decade)

**COMMON TRAIT:
DEEP SELF-
AWARENESS**

1000s of studies on great leaders, yet no single model

75 Stanford Business School Advisors all agree



Personality Traits Impact Your Ability to Leverage Cultural Awareness

OPENNESS

FLEXIBILITY

CURIOSITY

SOCIAL
DEXTERITY

EMOTIONAL
AWARENESS

A global mindset leverages a nonjudgmental, open-minded approach toward the attitudes and behaviors of people from other cultures.

Personality Traits Impact Your Ability to Leverage Cultural Awareness

OPENNESS

FLEXIBILITY

CURIOSITY

SOCIAL
DEXTERITY

EMOTIONAL
AWARENESS

Flexibility is critical: it helps you maintain a broad perspective on the diverse norms and attitudes of people from different cultures.

Personality Traits Impact Your Ability to Leverage Cultural Awareness

OPENNESS

FLEXIBILITY

CURIOSITY

SOCIAL
DEXTERITY

EMOTIONAL
AWARENESS

Curiosity is a core component of a global mindset because it facilitates continuous learning about the world through questioning, exploring, probing and gleaning knowledge from your experiences and the experiences of others.

Be curious about the world and how history, people and events internationally impact you and your business

WHY?

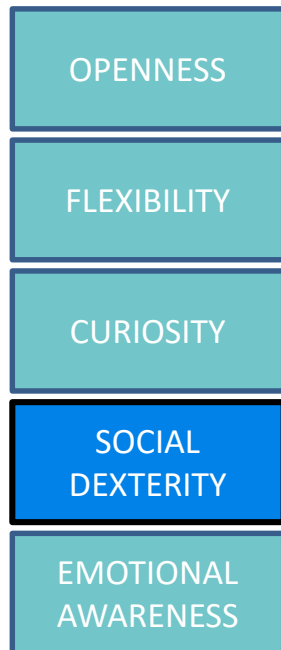
- Being curious and humble facilitates the acquisition of insight to navigate successfully
- Complexity of global business requires knowing the limits of your own knowledge
- Lack of global awareness causes loss of credibility in a global environment



HOW?

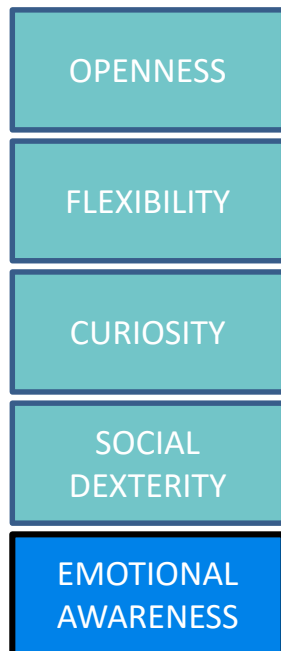
- Have “curiosity conversations”, learn how to ask questions
- Seek the perspectives of people from outside your culture on issues that matter to your work
- Read news and watch media from other countries
- Watch foreign films
- Seek out cultural experiences
- Learn foreign expressions

Personality Traits Impact Your Ability to Leverage Cultural Awareness



The better you interpret social cues, the more you'll be able to connect with people from any background.

Personality Traits Impact Your Ability to Leverage Cultural Awareness

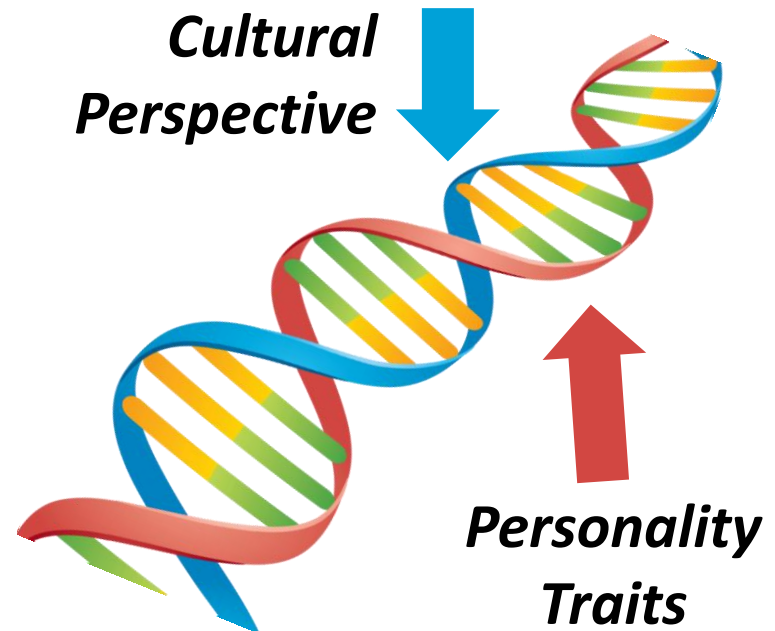


Emotional awareness gives you an advantage as you are more likely to take time to assess situations from multiple perspectives and respond in more constructive ways.

A Global Mindset Requires the Integration of **Cultural Perspective** and **Awareness of your Personality Traits**

Your personality traits:

- Impact your ability to adjust and flex your behavior (or not)
- Make your understanding and perspective on cultural values actionable (or not)



Learn about the workplace expectations important to other countries and cultures you work with

WHY?

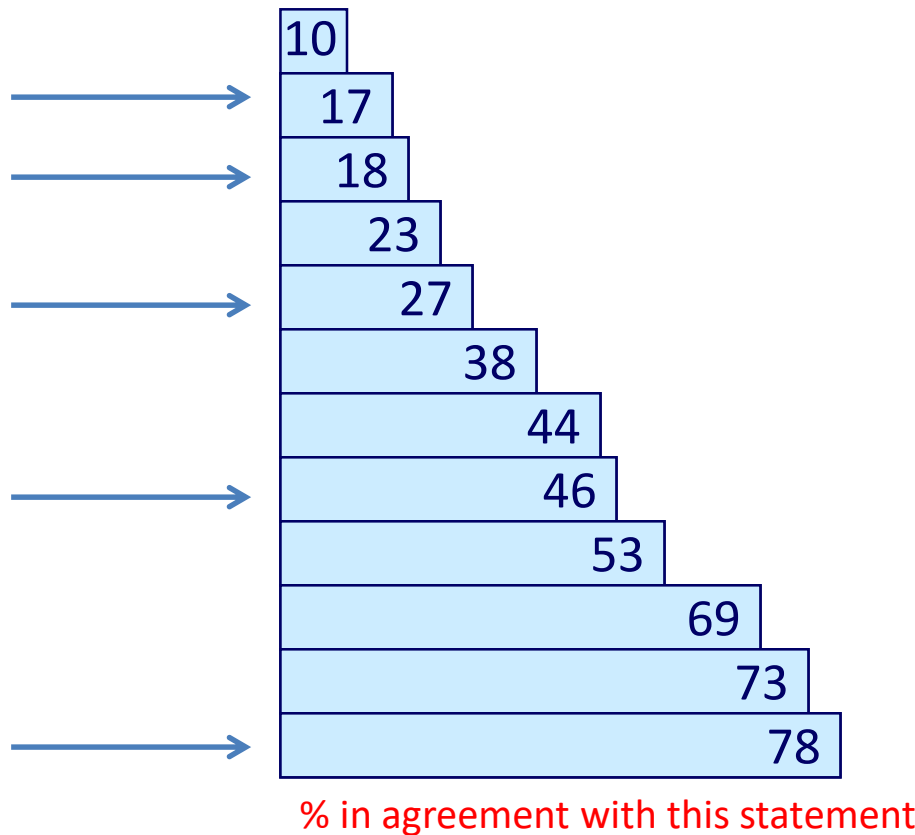
- You can't assume to know everything about everyone in a complex, global environment
- Knowing the details of workplace norms and business styles is critical for success
- Assessing situations comfortably and accurately requires knowledge about other cultures' values and appropriate behavioral responses

HOW?

- Research the literature and other available resources at work
- Seek intercultural business experiences:
 - Conferences
 - Business trips abroad
 - Global projects
 - Global teamwork
 - International assignment

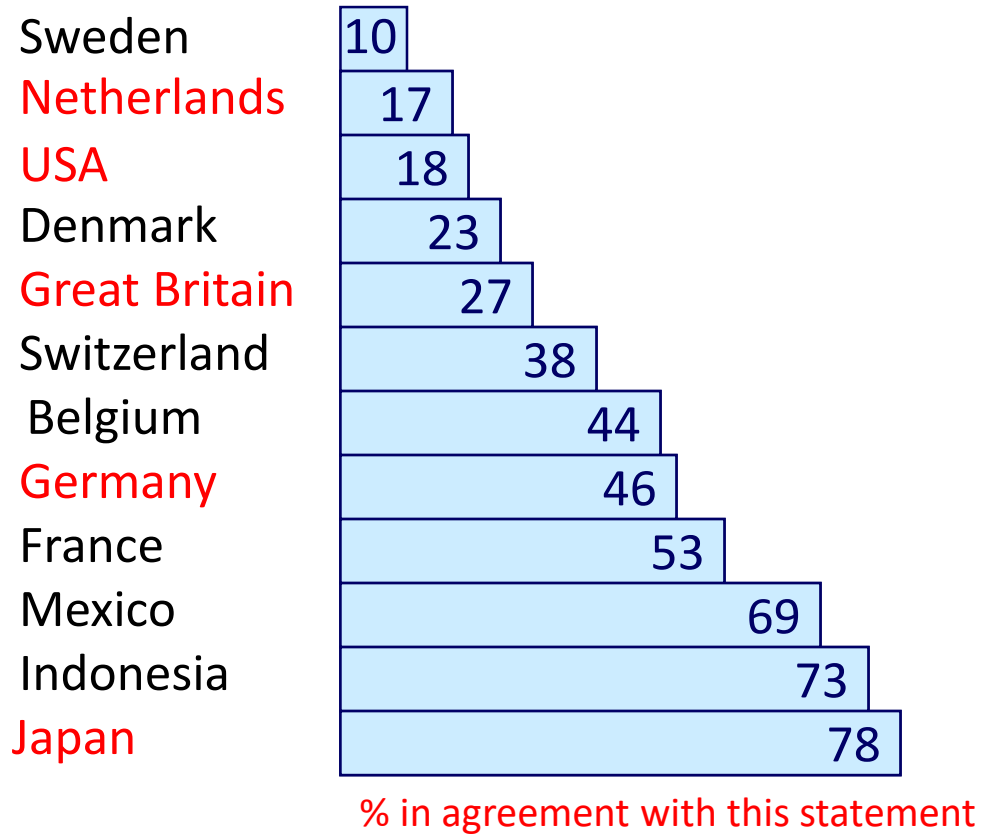
“It’s important for managers to always have precise answers to the questions subordinates raise about their work.”

Where would you place these countries on the chart?

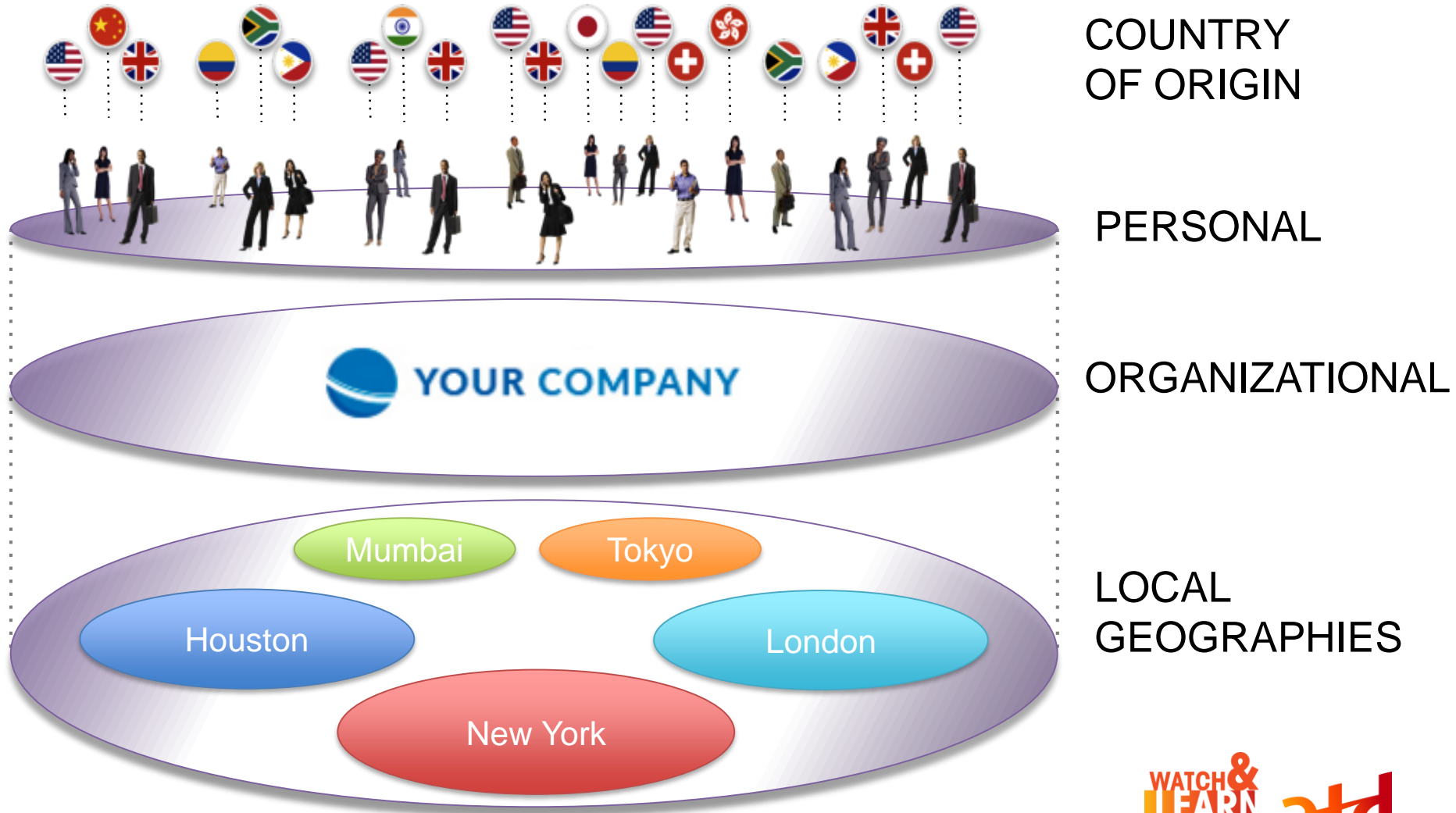


- UK
- Germany
- Japan
- Netherlands
- USA

“It’s important for managers to always have precise answers to the questions subordinates raise about their work.”



LAYERS OF CULTURE



COUNTRY OF ORIGIN

PERSONAL

ORGANIZATIONAL

LOCAL GEOGRAPHIES

GEOGRAPHICAL CULTURE



- Cultural norms \neq stereotypes
- Empirical studies from Hofstede, Trompenaars, Hall, others
- Analysis and adjustment, no negative judgment

Build strong intercultural relationships



WHY?

- Relationships with people from diverse cultural backgrounds facilitates valuable learning about what works and what doesn't
- Increased comfort with diverse work styles stems from positive intercultural relationships
- An international network of contacts is a valuable aspects of a global career

HOW?

- Reach out to colleagues in other countries on social media platforms to build an international network
- Find mentors in other countries
- Develop intercultural communication skills
- Learn ways to build trust in different cultures

Develop strategies to adjust to cultural signals and learn to flex your style

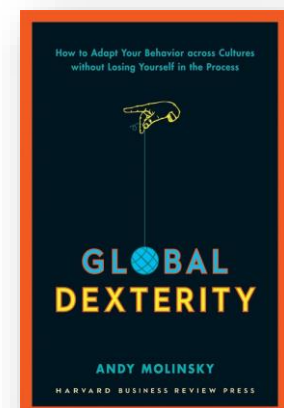
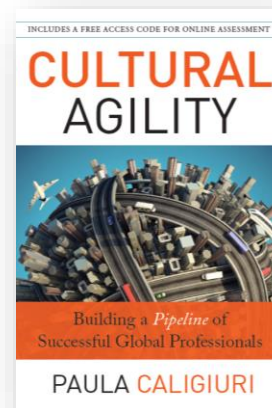
WHY?

- “What got you here, won’t get you there”
- Global professionals need to learn the balancing act between diverse peoples and business units
- Flexibility and tolerance for ambiguity are vital to communicate and lead effectively

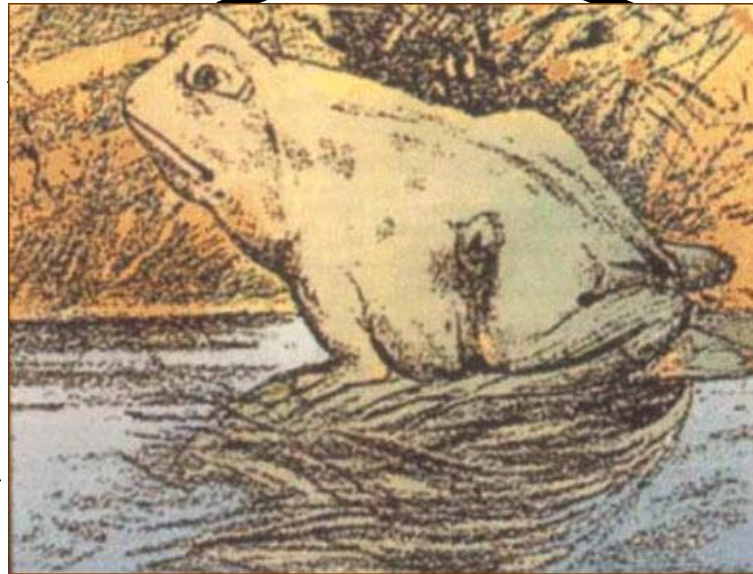


HOW?

- Seek peer-level intercultural interactions and solicit their feedback
- *Global Dexterity*, Andy Molinsky
- *Cultural Agility*, Paula Caligiuri



CULTURAL "PERSPECTIVE"



CULTURAL "PERSPECTIVE"



RW3 INTERCULTURAL AWARENESS MODEL™

Cultural Values:

1. Hierarchy
2. Group
3. Relationships
4. Communication
5. Time
6. Control
7. Formality
8. Motivation

Impacts:

- Degrees of empowerment
- How decisions are made
- How trust is established
- Delivery of messages
- Priorities
- Risk tolerance
- Degrees of respect
- Work – life balance

Mr. Lawson: How is the evaluation going, Nisu?

Nisu: It's finished. We can start on the report anytime now.

Mr. Lawson: Good. How long do you think it will take?

Nisu: Sir?

Mr. Lawson: To write the report.

Nisu: I couldn't say.

Mr. Lawson: You don't know how long it will take?

Nisu: When would you like it?

Mr. Lawson: Well, I want to give you enough time to do a good job.

Nisu: We'll do a good job, sir.

WHAT HAPPENED?



HIERARCHY, AUTHORITY & MGMT STYLE



Nisu



Ms. Lawson

Tend to look to management and leadership to make decisions, to provide specific guidance

Tend to expect a 'coaching' management style where individuals are empowered to use their best judgment



What can Mr. Lawson and Nisu do differently to be more productive?



HIERARCHY



- Leadership / management style is more authoritative and hands-on (“micromanagement”)
- Emphasis on respect for authority; formality
- Expression of opinion based on position
- Expectation of deference and respect for superiors

- Leadership style is more participative and coach-like and hands-off
- Emphasis on equality
- Expression of opinion based on ability to contribute
- No different or special privileges based on position

30-DAY PERSONAL ACTION PLAN



In conclusion, identify specific people, departments or topics that pose intercultural challenges to your work.

Using the steps outlined today to master a global mindset, commit to specific actions you can take over the next 30 days.

SAMPLE ACTION PLAN

PERSON / DEPT / TASK	ANTICIPATED INTERCULTURAL CHALLENGE(S)	ACTION(S)
New management training	Knowledge transfer	<ul style="list-style-type: none"> • Explicit guidance through written materials reinforced verbally • Ongoing context, stories or experiences • 1-1 discussions / feedback • Frequent check-in to monitor progress
Ms. Fernandez	Building trust	<ul style="list-style-type: none"> • Establish credibility through high level introduction • Initial email contact with personal/professional background > 1-on-1 meeting • Invite to meal, share personal background, BE CURIOUS

Recognize your own
cultural values and biases

Develop strategies to
adjust and
flex your style

**Mastering a
Global
Mindset**

Get to know your
personality traits,
especially curiosity

Build strong
intercultural
relationships

Learn workplace
expectations of other
countries



감사합니다 Natick
Grazie Danke Ευχαριστίες Dalu Obrigado
Thank You Köszönöm
Спасибо Dank Gracias Tack
谢谢 Merci Seé
ありがとう

QUESTIONS? COMMENTS?

PLEASE EMAIL:

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Director of Learning

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