Presenters

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Agenda

► Business case for Cultural Competency
► The Journey to Cultural Competency
► Cultural Skills
► Application of Cultural Skills
How will your organization’s workers change over the next ten years?

<table>
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<tr>
<th>Change Description</th>
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<tr>
<td>Become more international in composition</td>
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<td>Better represent the countries where we do business</td>
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<tr>
<td>Become more ethnically diverse</td>
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<tr>
<td>Relocate more frequently to our overseas offices</td>
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<td>Have more diverse backgrounds and experience</td>
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Source: Economist Intelligence Unit Global Firms 2020
Shifting of Top 3 Leadership Qualities

When asked to prioritize the 3 most important leadership qualities

Results according to CEOs

Creativity
Integrity
Global Thinking

Results according to
3500 students
Top 100+ universities WW

Source: IBM Global Chief Executive Officer Study
Culture at Work: Value of Intercultural Skills in the Workplace

Employees with the following skills:

► The ability to understand different cultural contexts and viewpoints

► Demonstrating respect for others

► Knowledge of a foreign language

Source: Culture at Work; The British Council and Booz Allen Hamilton
Culture at Work: Value of Intercultural Skills in the Workplace

Employees with these skills are seen to:

► Bring in new clients

► Work within diverse teams

► Support a good brand and reputation for their organization

Source: Culture at Work; The British Council and Booz Allen Hamilton
Achieving Cultural Competency
The Elements of Cultural Competence

- Open Attitude
- Self-Awareness
- Cultural Skills
- Other-Awareness
- Cultural Knowledge
Choose one question to answer and share with the group

1. Think of a time when you were aware of an employee approaching an international business situation with a closed mind or narrow perspective (my way or the highway). What were the consequences?

2. When has cultural self awareness provided an advantage in a cross cultural business situation?

3. Can you recall an incidence when being aware of a difference in the cultural values of a colleague or business associate provided a positive outcome? Or negative?

4. Share an example of when having some knowledge about a particular culture has been beneficial or not knowing has been detrimental.
The Elements of Cultural Competence

Open Attitude

A pre-requisite for engaging in the continuous learning process of developing a Global Mindset.

- Tolerates ambiguity
- Avoids quick judgments
- Remains patient with others
The Elements of Cultural Competence

Self Awareness

The ability to recognize one's own cultural values, beliefs, attitudes and behaviors.

- Own cultural preferences
- Can identify differences between cultures
- Identify ways to adapt
Other Awareness

The ability to observe and identify the roles, behaviors, attitudes and cultural orientations of our counterparts.

Recognize cultural values in others

Find common ground

Build strong cross-cultural relationships
The Elements of Cultural Competence

Cultural Knowledge

Specific and general knowledge about a given social and business culture.

Specific knowledge of other cultures

Understand the impact of history on culture

Identify how cultural conflict is resolved
The Elements of Cultural Competence

Cultural Skills

A repertoire of professional skills that are critical to performing effectively in the global marketplace.

- Translate cultural knowledge and awareness to skills
- Adapts business practices to particular culture
- Knows where to get information & build networks
Four Key Cultural Skills

- Cultural Due Diligence
- Style Switching
- Cultural Dialogue
- Cultural Mentoring
Cultural Due Diligence

Assessing and preparing for the possible impact of culture and cultural differences

Observation
Third Parties
Inquiry/Probing
Formal Metrics
Assessments
Information Tools
Style Switching

*Using a different behavioral approach to accomplish one’s goals*

**Introspection/Reflection:** Identify situations where Style-Switching may be beneficial.

**Meditation:** A technique to shift your cognitive and emotional reactions and focus your mind.

**Modeling:** Copy the behaviors of others, particularly when interacting with an unfamiliar culture.

**External Practice:** Practice outside of the immediate need in a similar situation to become more comfortable.
Cultural Dialogue

Exploring cultural differences and negotiating mutual adaptations

► **Proactive**: raising awareness and knowledge about potential differences
► **Reactive**: identifying the cultural underpinnings of specific challenges.
Cultural Mentoring

*Helping others with cultural adaptation and integration*

► Establish the rationale for using cultural dialogue.

► Achieve clarity about the process and objectives.

► Distinguish between understanding and problem-solving.

► Suspend status hierarchies.
Four Key Cultural Skills - Model

**Cultural Due Diligence**
Assessing and preparing for the possible impact of culture and cultural difference.

*Is it reasonable or feasible for my counterpart(s) to change?*

**Cultural Dialogue**
Exploring cultural differences and negotiating mutual adaptations.

**Cultural Mentoring**
Helping others with cultural adaptation and integration.

**Style-Switching**
Using a different behavioral approach to accomplish one’s goals.
 Conclusion

Six Levels of Culture
Six Levels of Culture
Levels at which Culture Operates

Individual

Each person has their own unique culture.

Operating within any organization, employees must be culturally developed for maximum individual and organizational growth.
Levels at which Culture Operates

Team

Building a team is not an easy task even if the team are all in the same department or have the same goals.

Team effectiveness requires understanding the culture of the team members.
Levels at which Culture Operates

National/Societal

Each nation or society is known to have its unique “culture”.

To be effective in managing global talent and teams, it is essential to understand this level of culture.
Levels at which Culture Operates

**Functional**

Within each organization, functions have their own cultures.

For example, the IT department might have a different culture than the marketing department.

To build cross-functional effectiveness and collaboration addressing functional cultures is essential.
Levels at which Culture Operates

Social Identity Group
Each ethnic, religious, demographic or psychographic group has its own culture.
To leverage diversity it is critical to account for the cultures of each social group.
Levels at which Culture Operates

Organizational
Each organization is said to have its own culture, making mergers and acquisitions and global matrix teams challenging to manage effectively.
Questions
Thank You

The Journey to Cultural Competency
Managing Beyond Headquarters