Coaching Leaders to Cross Borders & Generations; Principles & Practices of Effective Leadership Development

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INTRODUCTION & OVERVIEW

- Essential Competencies for Global Leadership.
- Cultural Value & Behavioral Differences
- Learn about Tools that Identify Both
- Coaching Methods

Brutal Facts

- **The Environment**
- **Barriers within Companies**
- **Barriers to Developing Intercultural Competence**

What is a Competency?

Underlying characteristic of an individual or team that can be shown to predict effective superior performance in a job or situation.

(McClelland, 1973)

Global Leadership

"the process of influencing the thinking, attitudes, and behaviours of a global community to work together synergistically toward a common v goals"

(Adler, 2001 & Festing, 2001)

Global Leadership Research

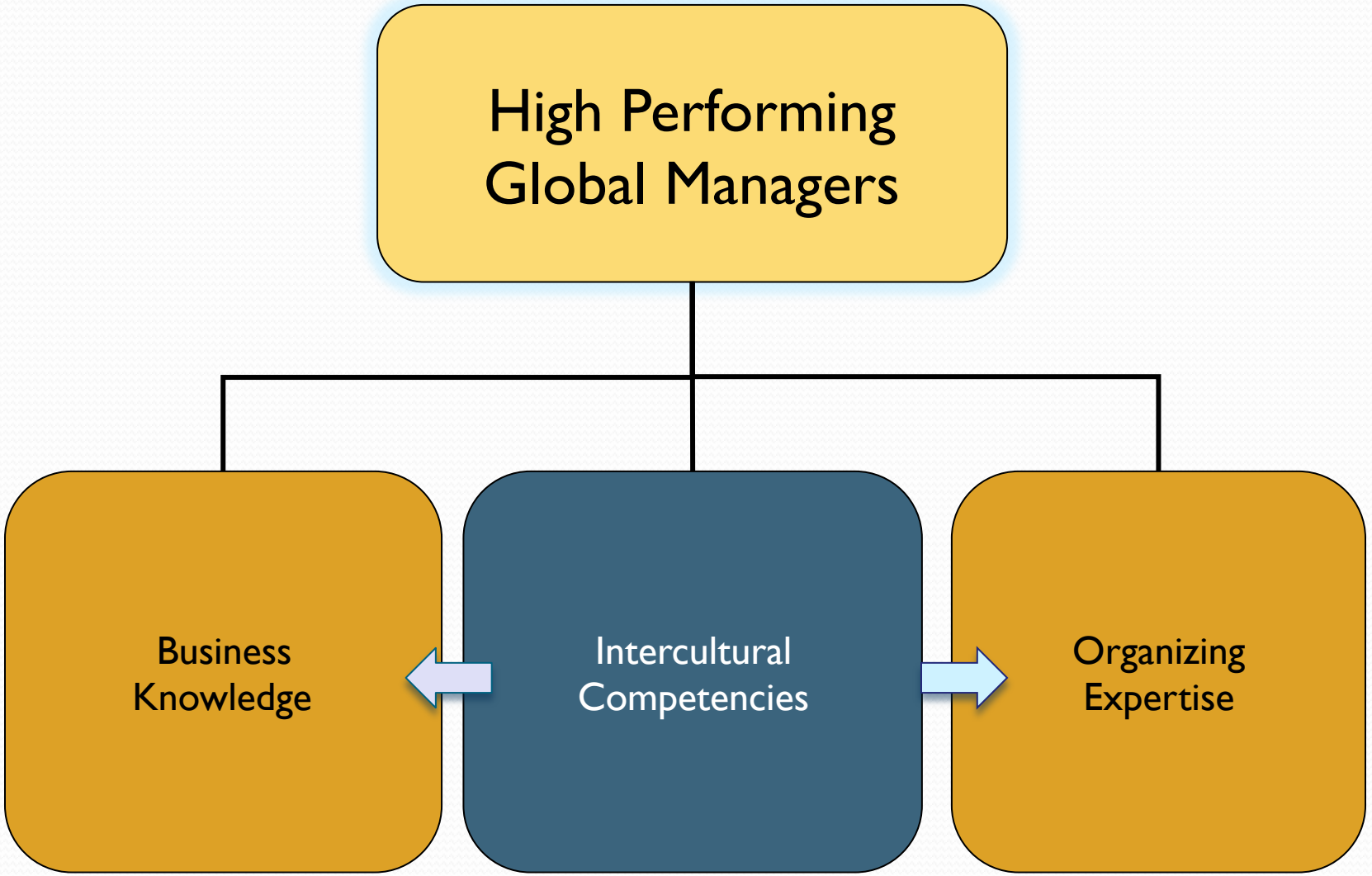
- Over 600 articles (70 empirical studies)
- Overlapping Findings
- Multi-dimensional

Inquisitiveness

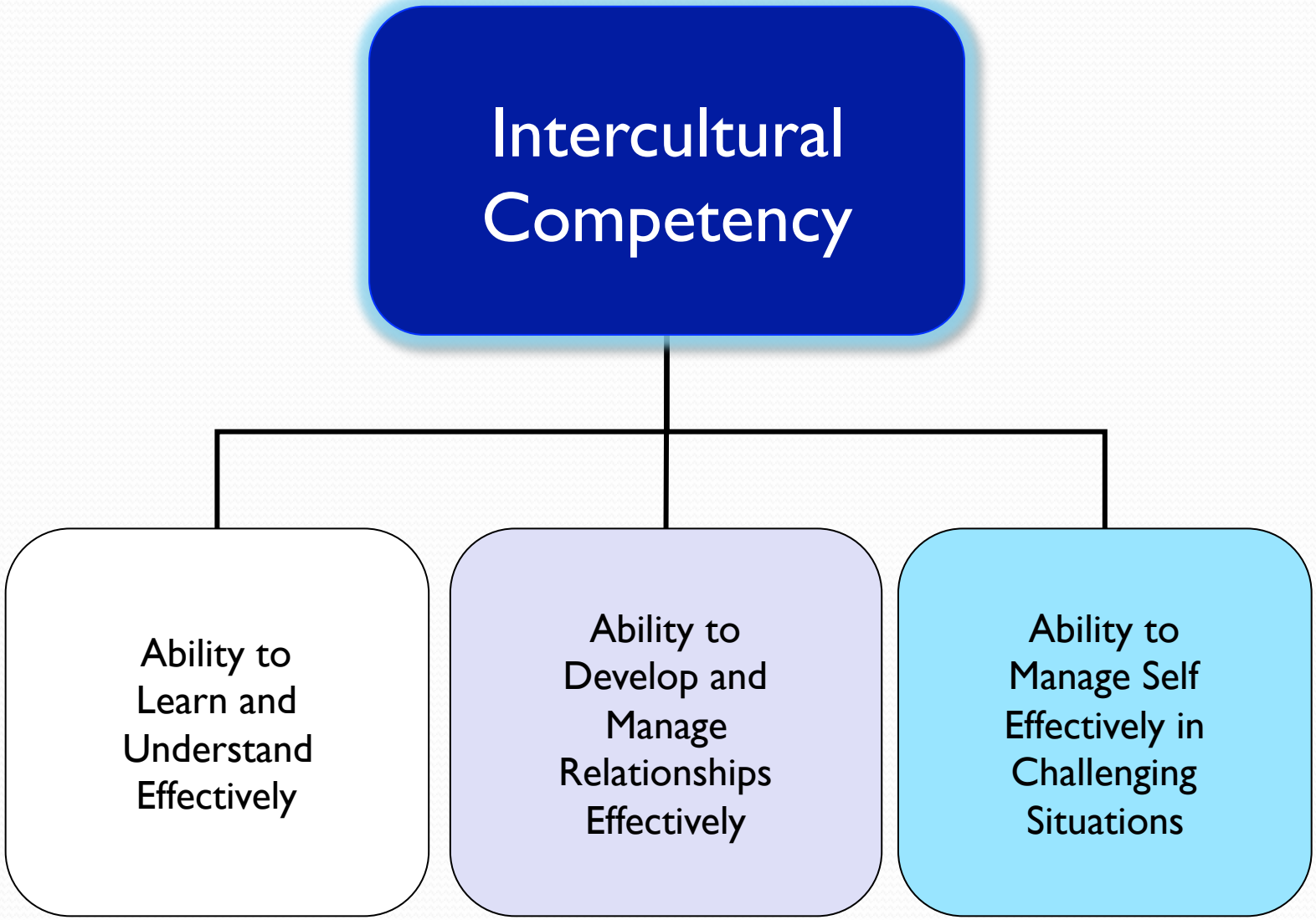
This competency appears both in the global leadership and expatriate literature as being related to intercultural effectiveness

Support from Literature Reviews (I)	
Arthur & Bennett, 1995, 1997	Mol, et. al., 2005
Black & Gregersen, 1991	Moro Bueno & Tubbs, 2004
Bird & Osland, 2004	Osland, 2008
Jokinen, 2005	Ronen, 1989
Kealey, 1989, 1994, 1996	Sinangil & Ones, 1997
Kealey & Ruben, 1983	Shaffer et. al. 2006

The Global Leadership Context



Our Conclusion



Intercultural Competency: 3 Dimensions - 16 facets

- **Perception Managemer**
- **Relationship Managem**
- **Self Management**

Bird, A., Mendenhall, M.E., Stevens, M. J. & Oddou, G. (2010).

Perception Management

- **Nonjudgmentalness**
- **Inquisitiveness**
- **Tolerance of Ambiguity**
- **Cosmopolitanism**
- **Interest Flexibility**

Relationship Management

- **Relationship Interest**
- **Interpersonal Engagement**
- **Emotional Sensitivity**
- **Self Awareness**
- **Social Flexibility**

Self Management

Optimism

Self Confidence

Self Identity

Emotional Resilience

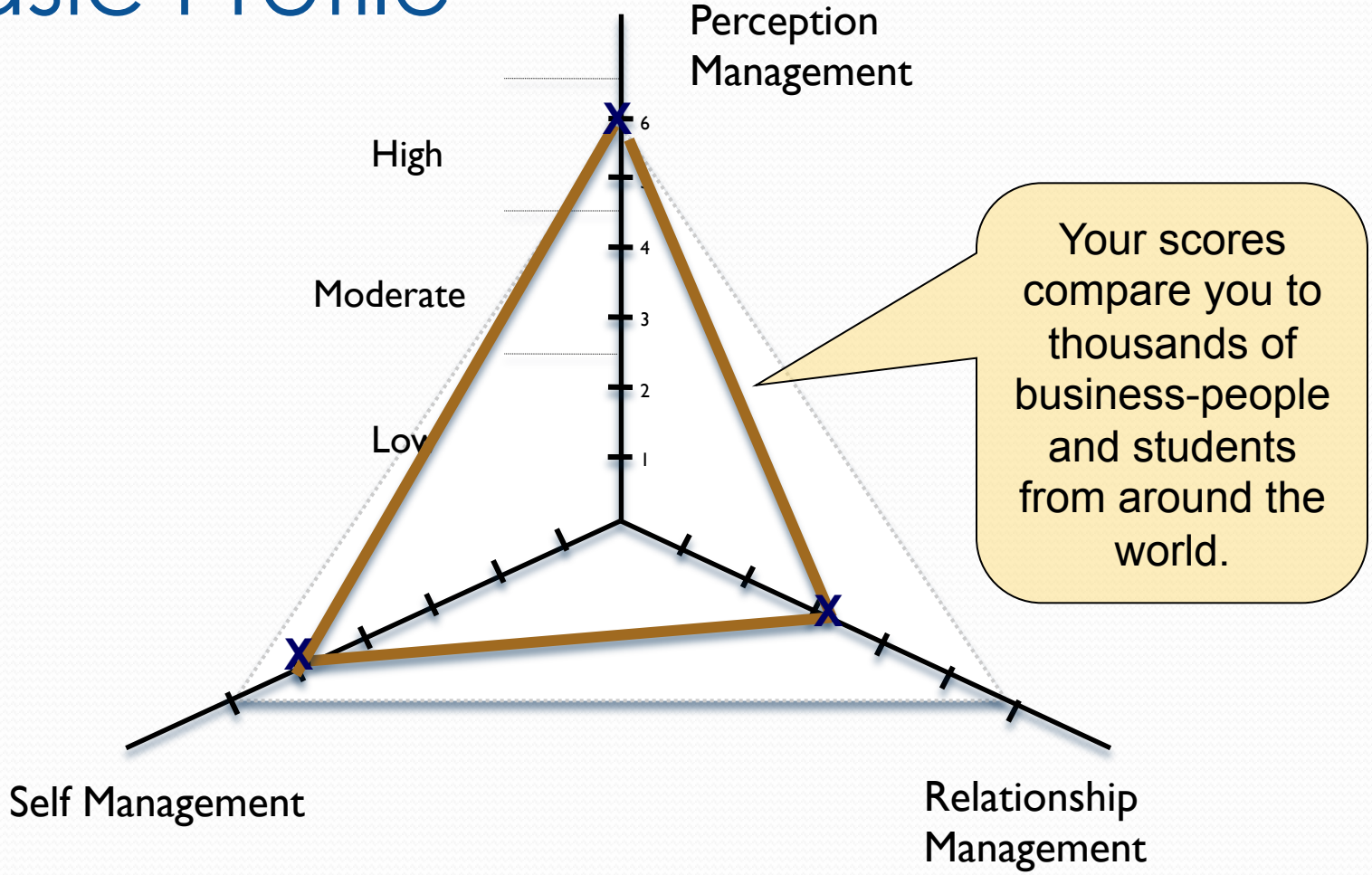
Non-Stress Tendency

Stress Management

Properties of a Good Instrument

- Must be ***reliable***
- Should demonstrate these types of ***validity***:
  - Content validity
  - Predictive validity
  - Convergent/divergent validity
  - Differential validity
  - Face validity

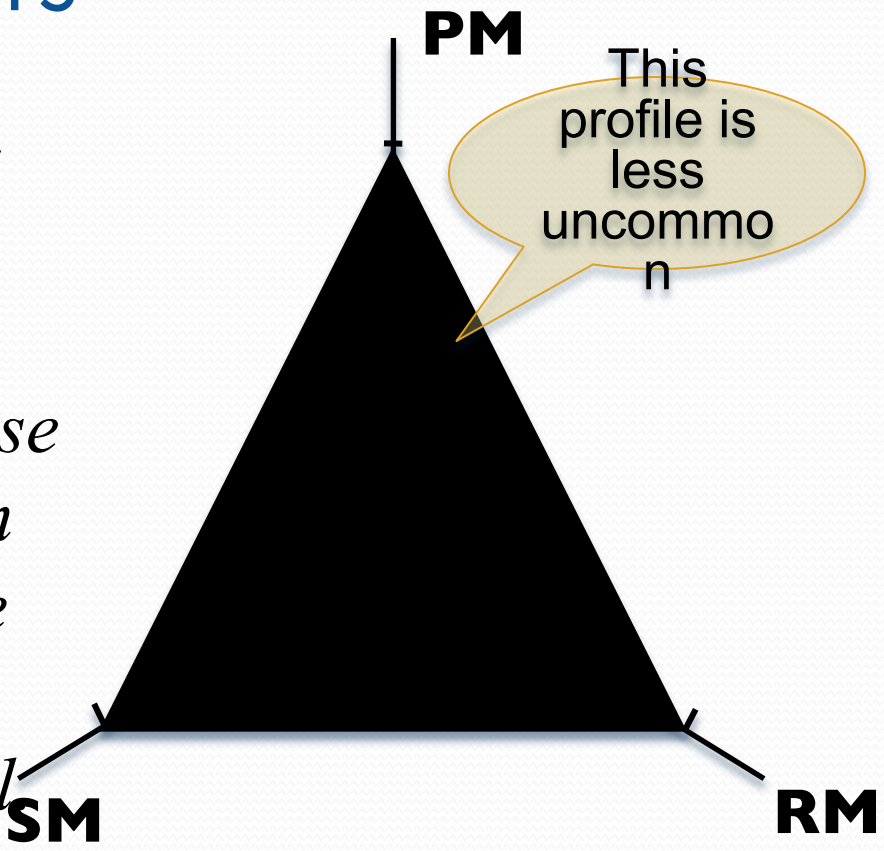
Basic Profile



Your scores compare you to thousands of business-people and students from around the world.

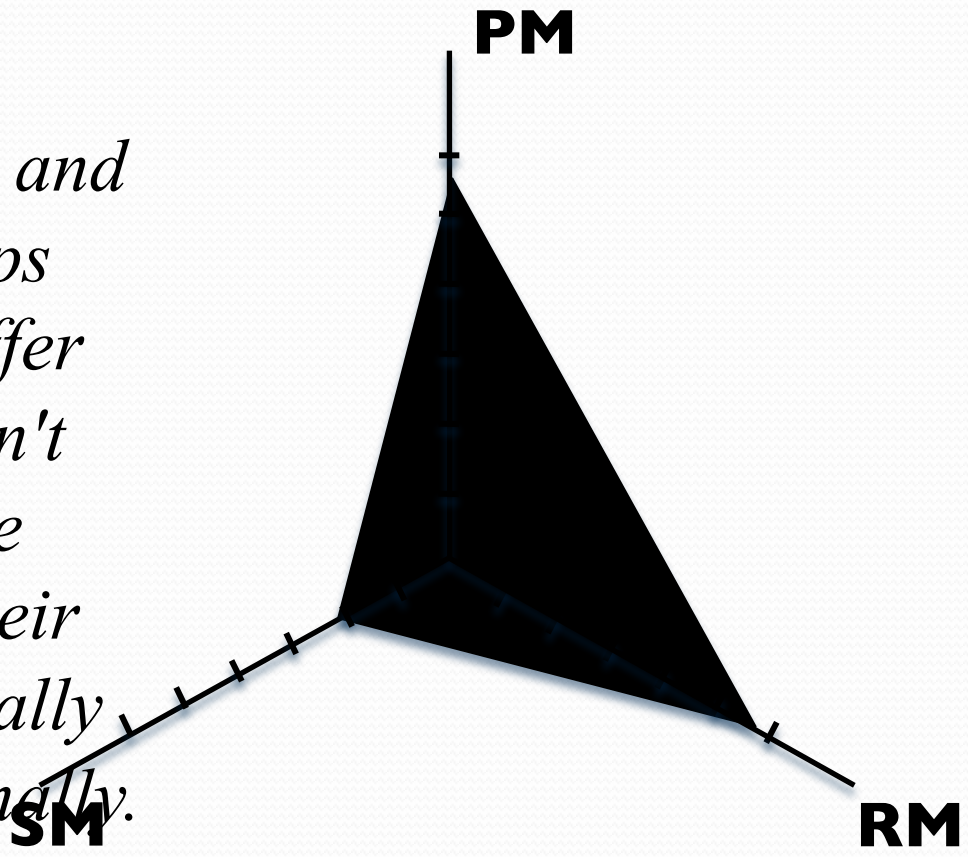
Globe Trotters

Enjoy learning *about foreign places and people, easily initiate relationships with those who are different from them, and manage the personal challenges these create quite well. The world is their "backyard."*



Discoverers

Like to learn *about and develop relationships with people who differ from them. They don't always calculate the personal costs of their adventures and usually suffer some emotionally.*



Country Profiles on GlobeSmart®

Country placements:

- Merged data
- GlobeSmart Profile User
- Expert anecdotal data

GlobeSmart® Dimensions

Independent	Interdependent
Egalitarianism	Status
Risk	Certainty
Direct	Indirect
Task	Relationship

Your goal:
To know your profile and others' to leverage similarities & bridge gaps

Remember:

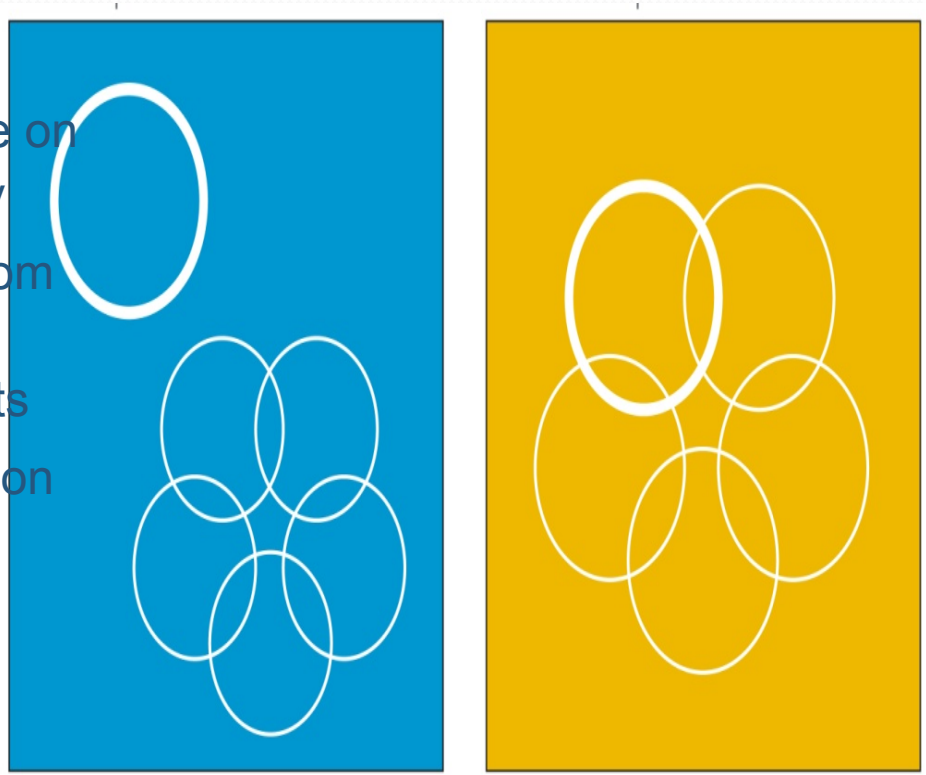
- Dimensions are on a continuum
- There is no "right" or "wrong" style
- Your Profile result is not a predictor of success

Key Dimensions of Culture

- ***What is my role?***
- ***How do I derive my identity?***

Independent

- Place importance on individual identity
- Derive identity from personal choices and achievements
- Prefer taking action on one's own



Interdependent

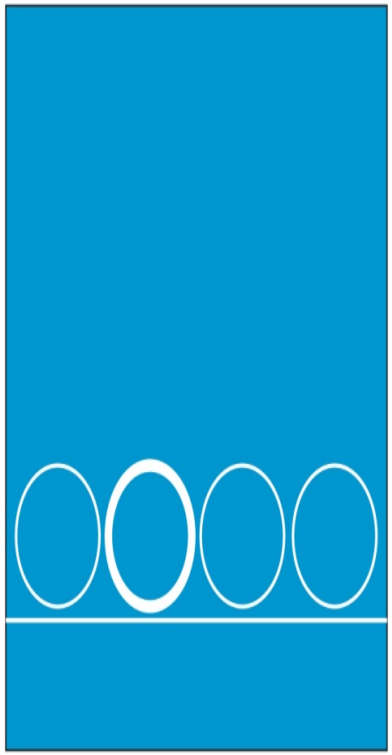
- Place importance on group harmony and cooperation
- Derive identity from group affiliation
- Feel a sense of duty, obligation, and loyalty to ascribed groups

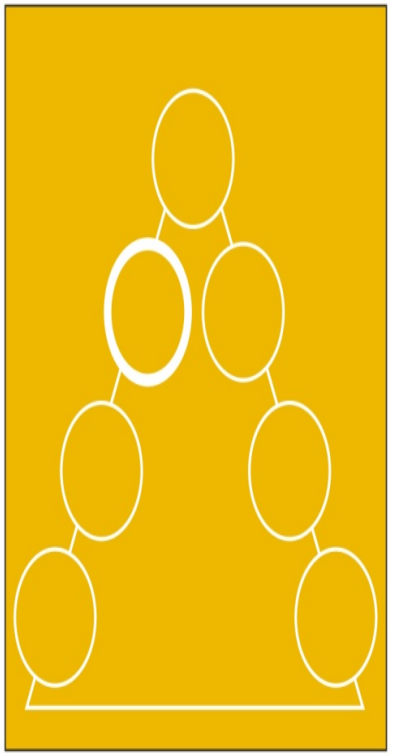
Key Dimensions of Culture

How do I feel my group should be structured and power should be distributed?

Egalitarianism

- Be comfortable challenging the views of superiors
- Be flexible about roles
- Treat everyone much the same
- Assume power and authority should be shared broadly among a group





Status

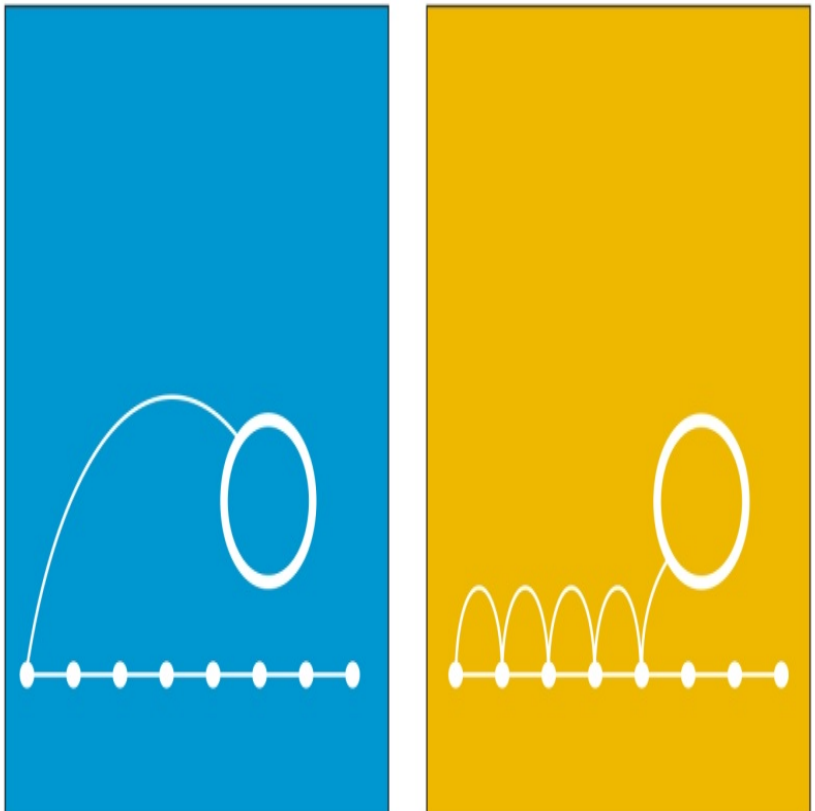
- Prefer not to challenge those above them
- Be deferential to superiors
- Adapt behavior depending on relative status
- Assume power and authority should be reserved for a few members of a group

Key Dimensions of Culture

How do I make decisions in uncertain or ambiguous situations?

Risk

- Prefer rapid decision-making and quick results
- Place great importance on flexibility and initiative
- Value speed over thoroughness



Certainty

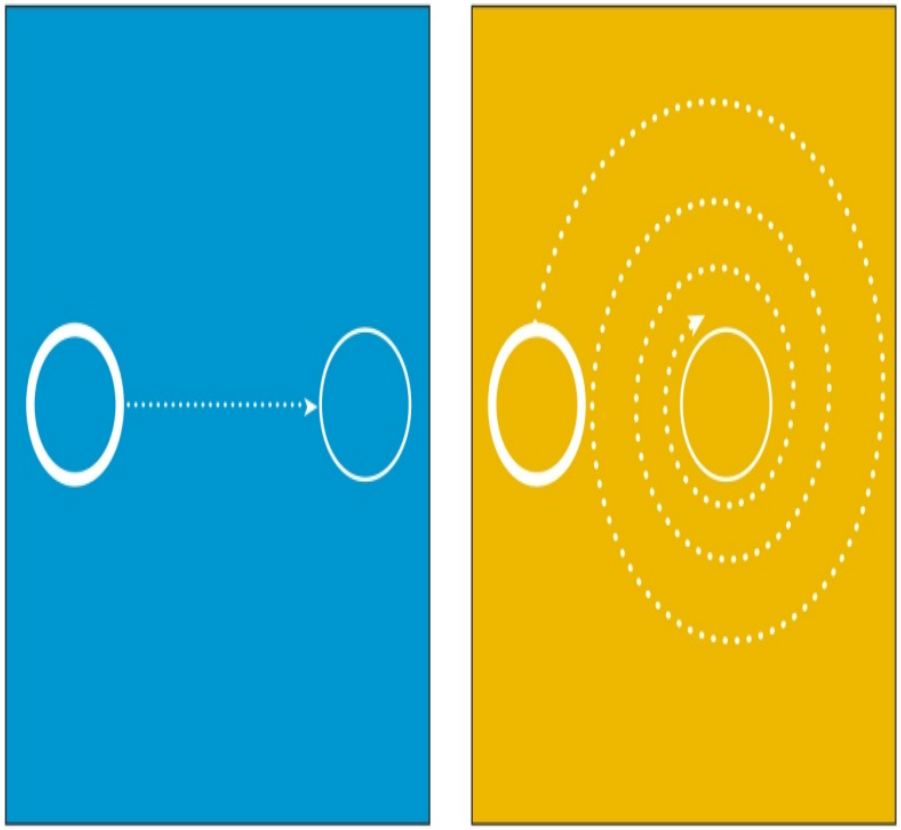
- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed

Key Dimensions of Culture

How do I communicate negative information and give feedback?

Direct

- Come to the point quickly
- Be forthright in asking questions in most settings
- Be comfortable making requests, giving direction, or disagreeing with others
- Give negative feedback directly



Indirect

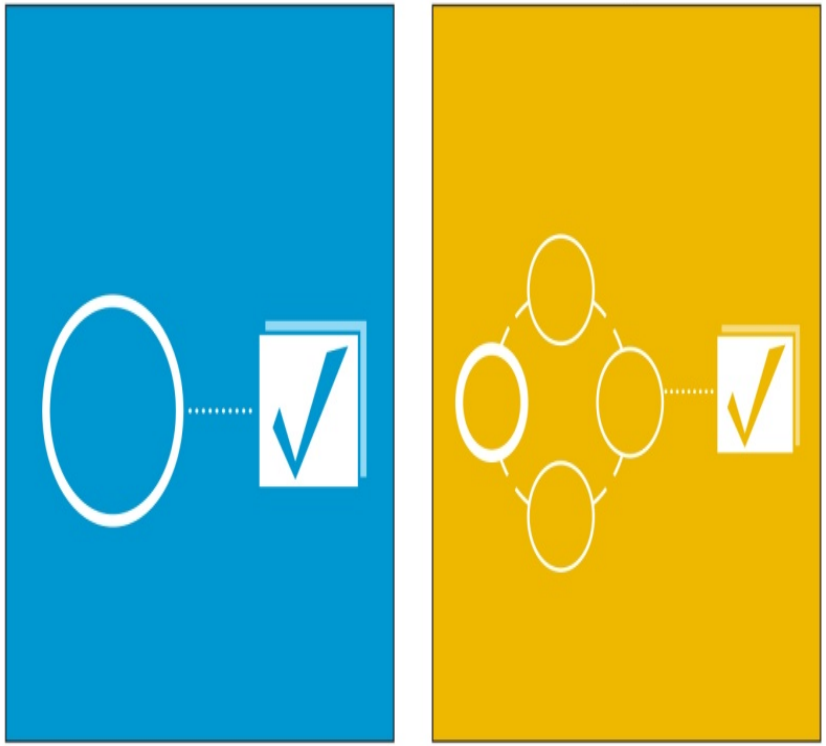
- Spend time explaining the context before coming to the point
- Avoid asking questions in public settings
- Express disagreement in subtle ways
- Give negative feedback indirectly

Key Dimensions of Culture

When working on new projects, do I prefer to address tasks first, or relationships first?

Task

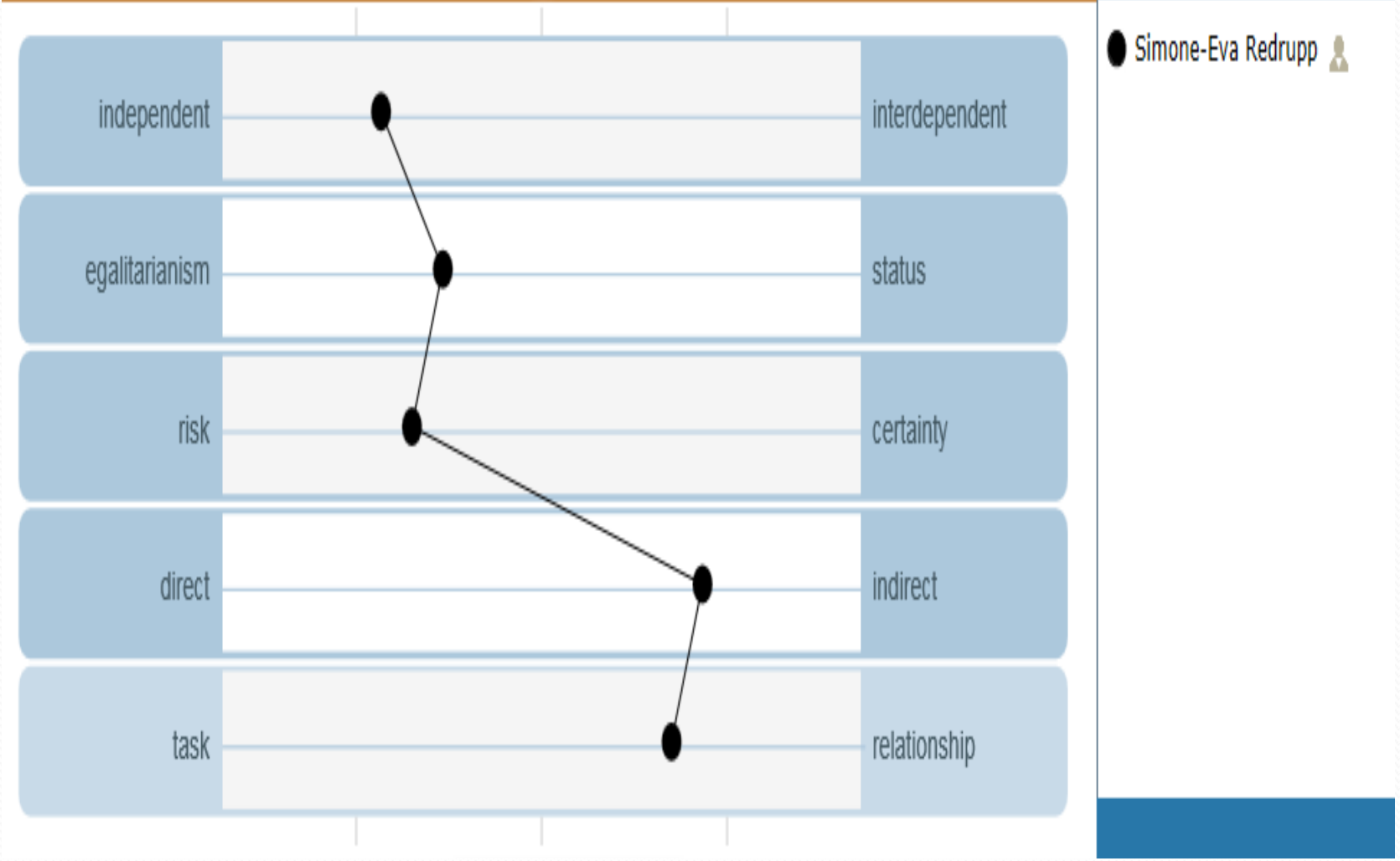
- Place high value on reaching goals and objectives on schedule
- Prioritize accomplishing tasks over maintaining relationships
- Focus on what people achieve more than who they know



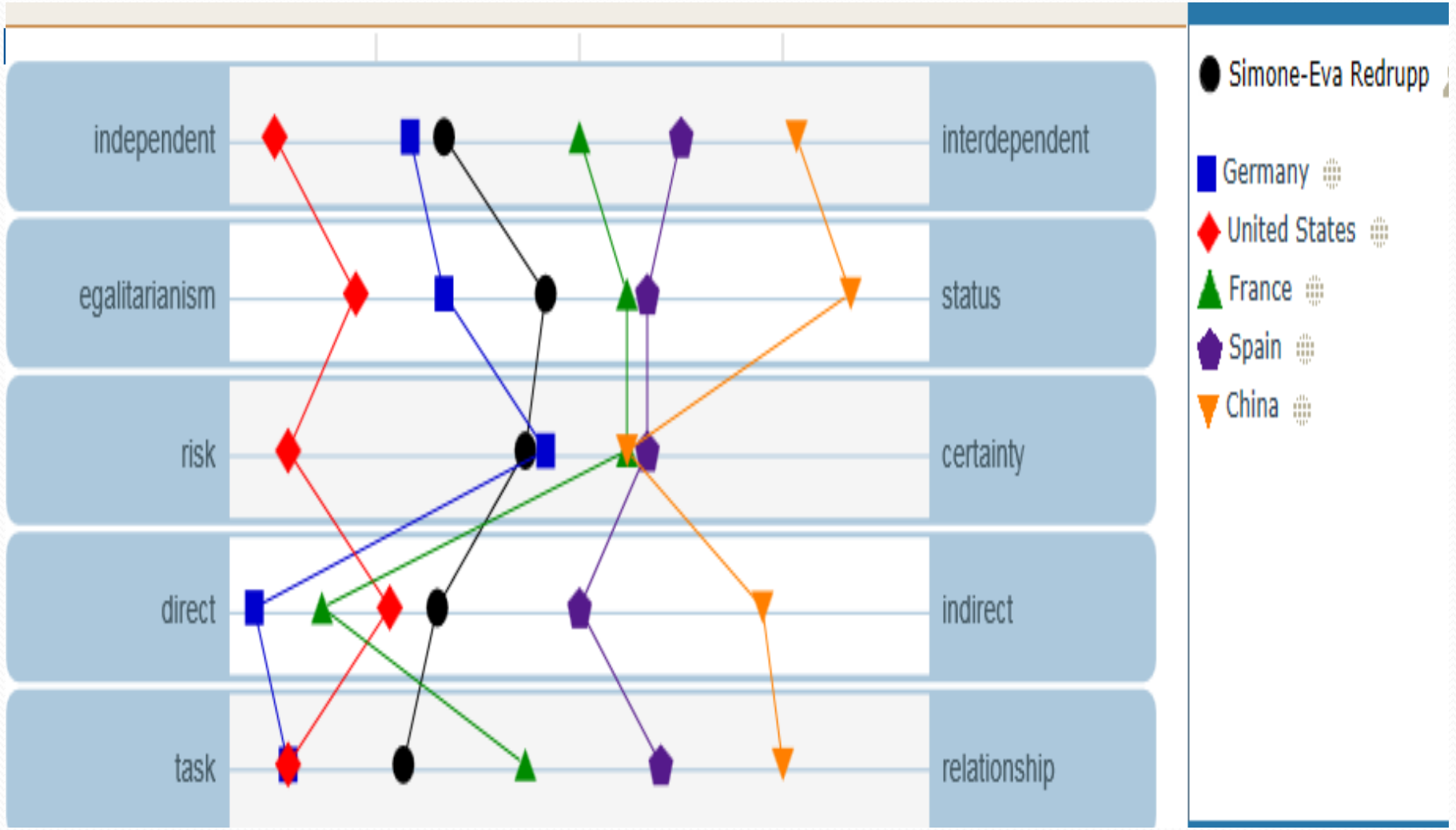
Relationship

- View time building relationships as key to achieving good results
- Prioritize maintaining relationships over accomplishing tasks on time
- Focus on who people know as much as what they themselves

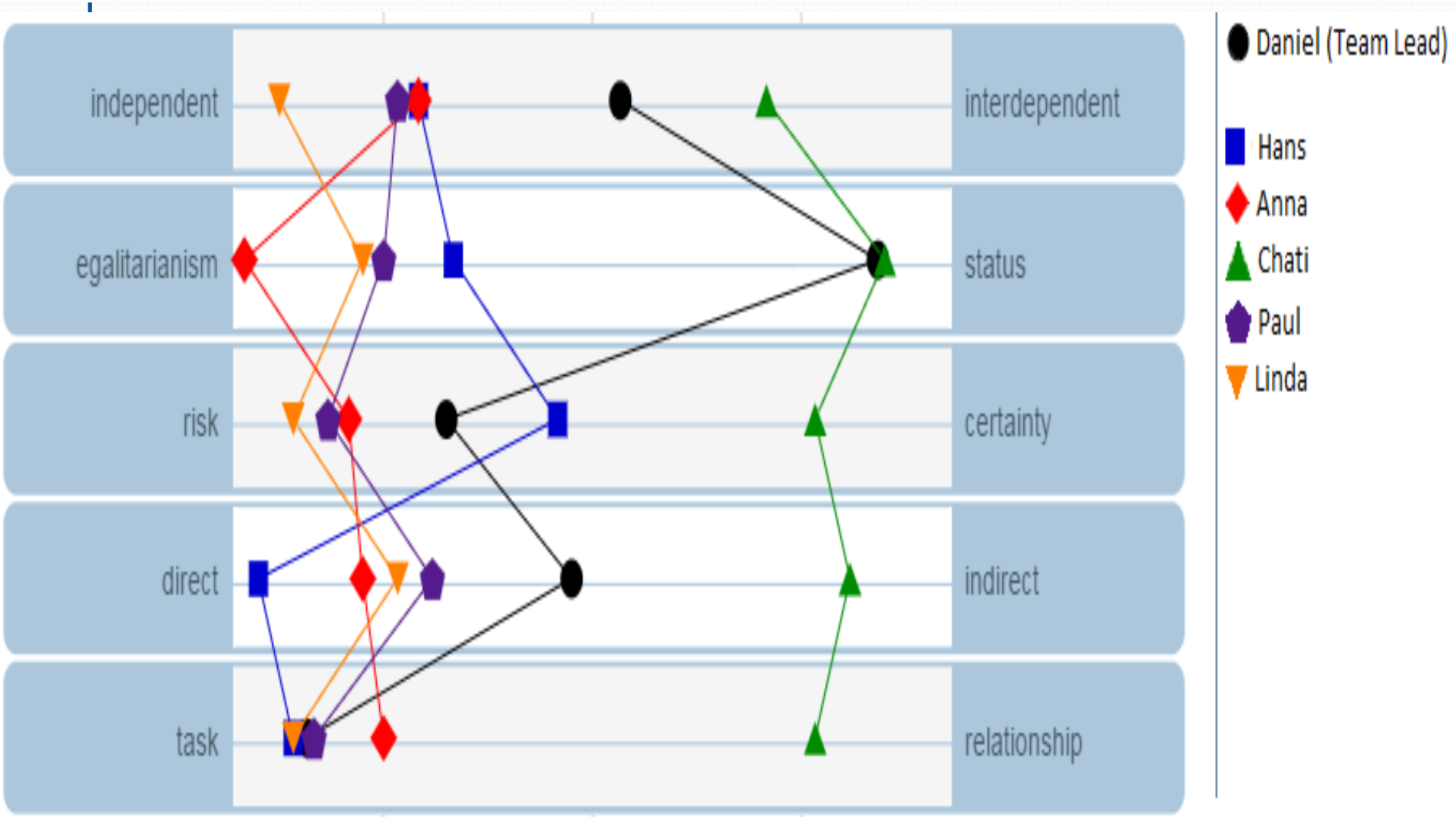
GlobeSmart® Profile (GSP): an



GlobeSmart® Profile: comparison - I

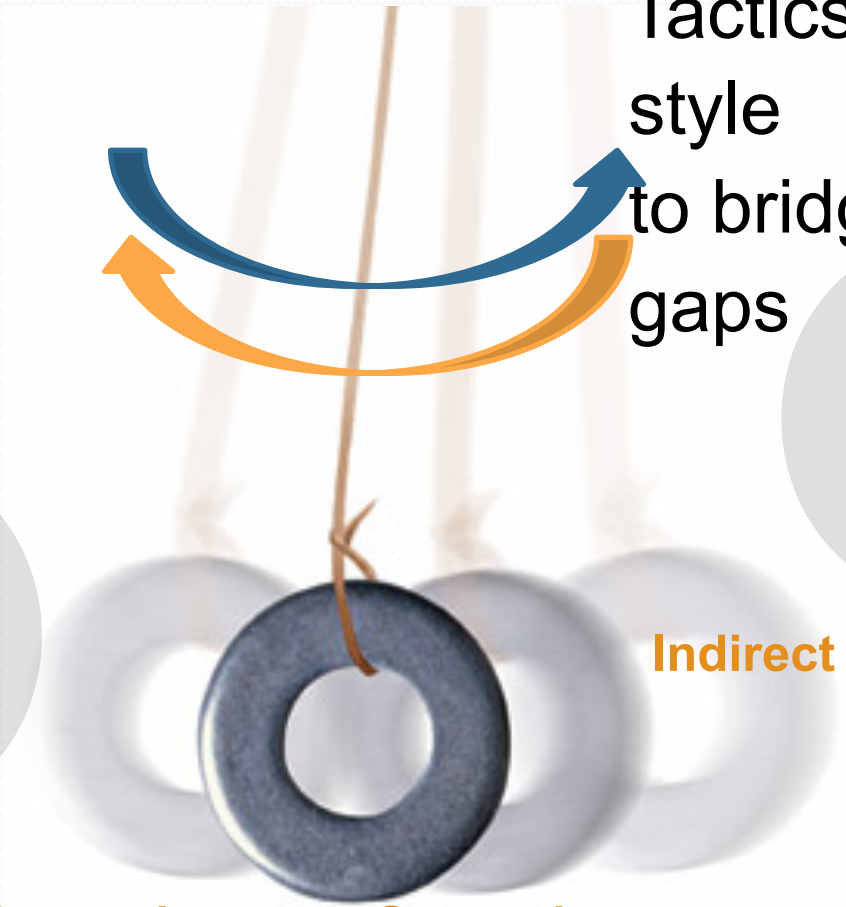


GlobeSmart® Profile: Comparison of a



Style Switching & Frame Shifting

Tactics to adapt your style to bridge cultural gaps



Very Direct

Direct

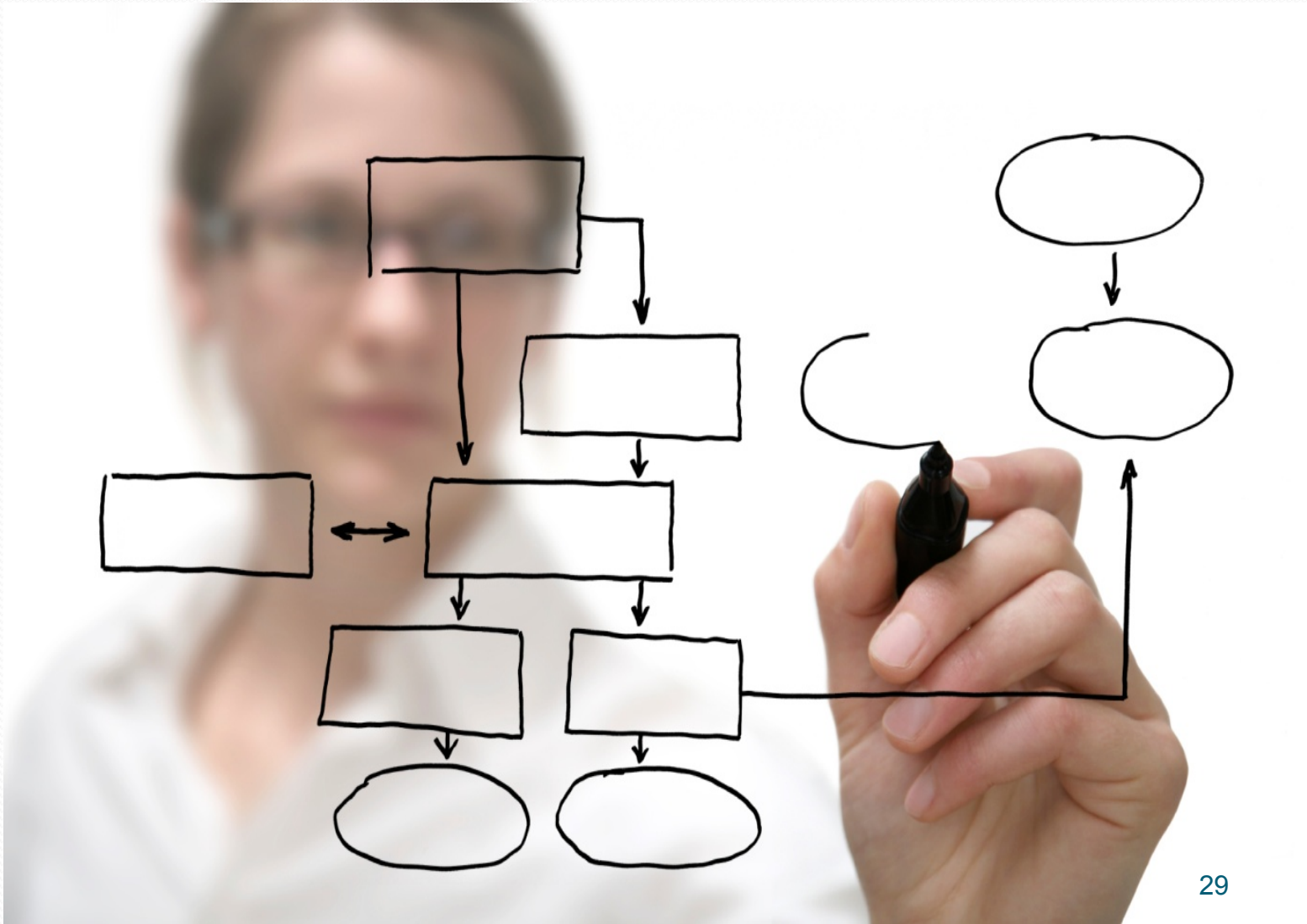
Somewhat Direct

Somewhat Indirect

Indirect

Very Indirect

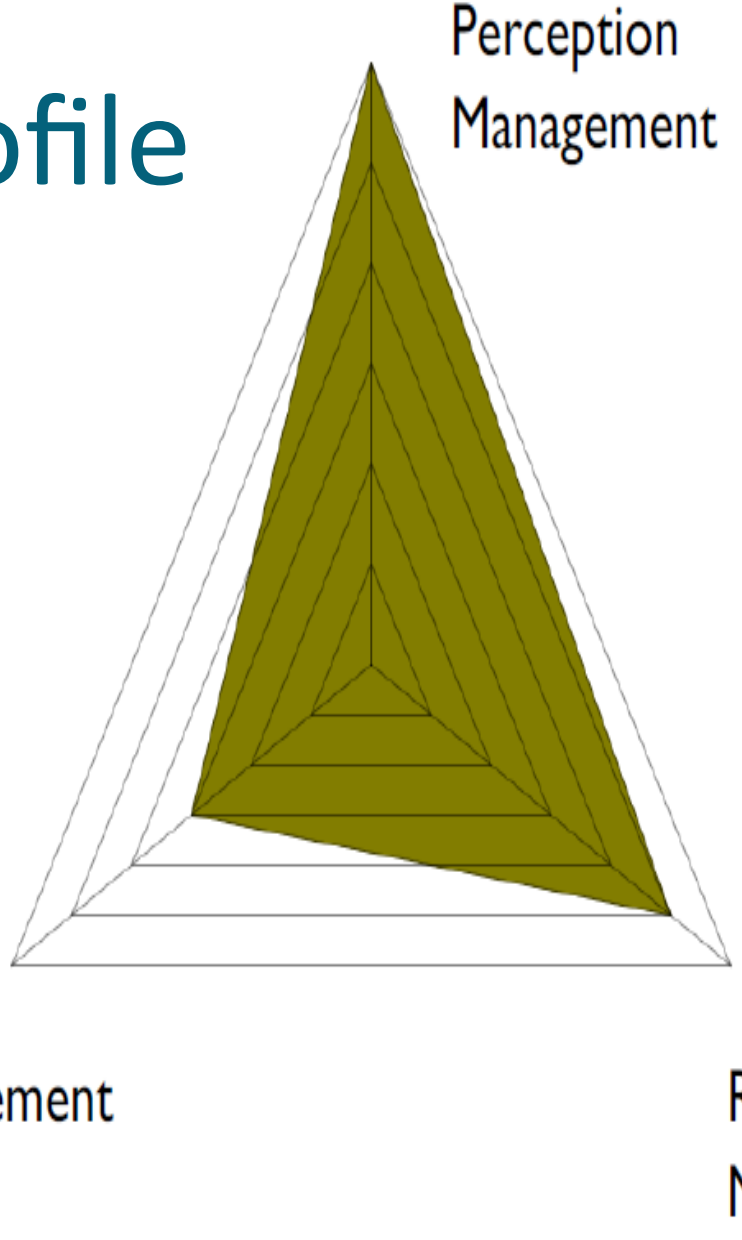
Case Study



Andrea's GC

	Demonstrated level of effectiveness					
	Low		Moderate		High	
	1	2	3	4	5	6
A. Perception Management						0
1. Nonjudgmentalness						0
2. Inquisitiveness					0	
3. Tolerance of Ambiguity					0	
4. Cosmopolitanism					0	
5. Category Inclusiveness					0	
B. Relationship Management						0
6. Relationship Interest						0
7. Interpersonal Engagement					0	
8. Emotional Sensitivity						0
9. Self-Awareness				0		
10. Social Flexibility			0			
C. Self-Management			0			
11. Optimism				0		
12. Self-Confidence			0			
13. Self-Identity	0					
14. Emotional Resilience	0					
15. Non-Stress Tendency						0
16. Stress Management	0					
17. Interest Flexibility						0
Overall Global Competency Index					0	

Andrea's Profile



GCI Summary for Andrea

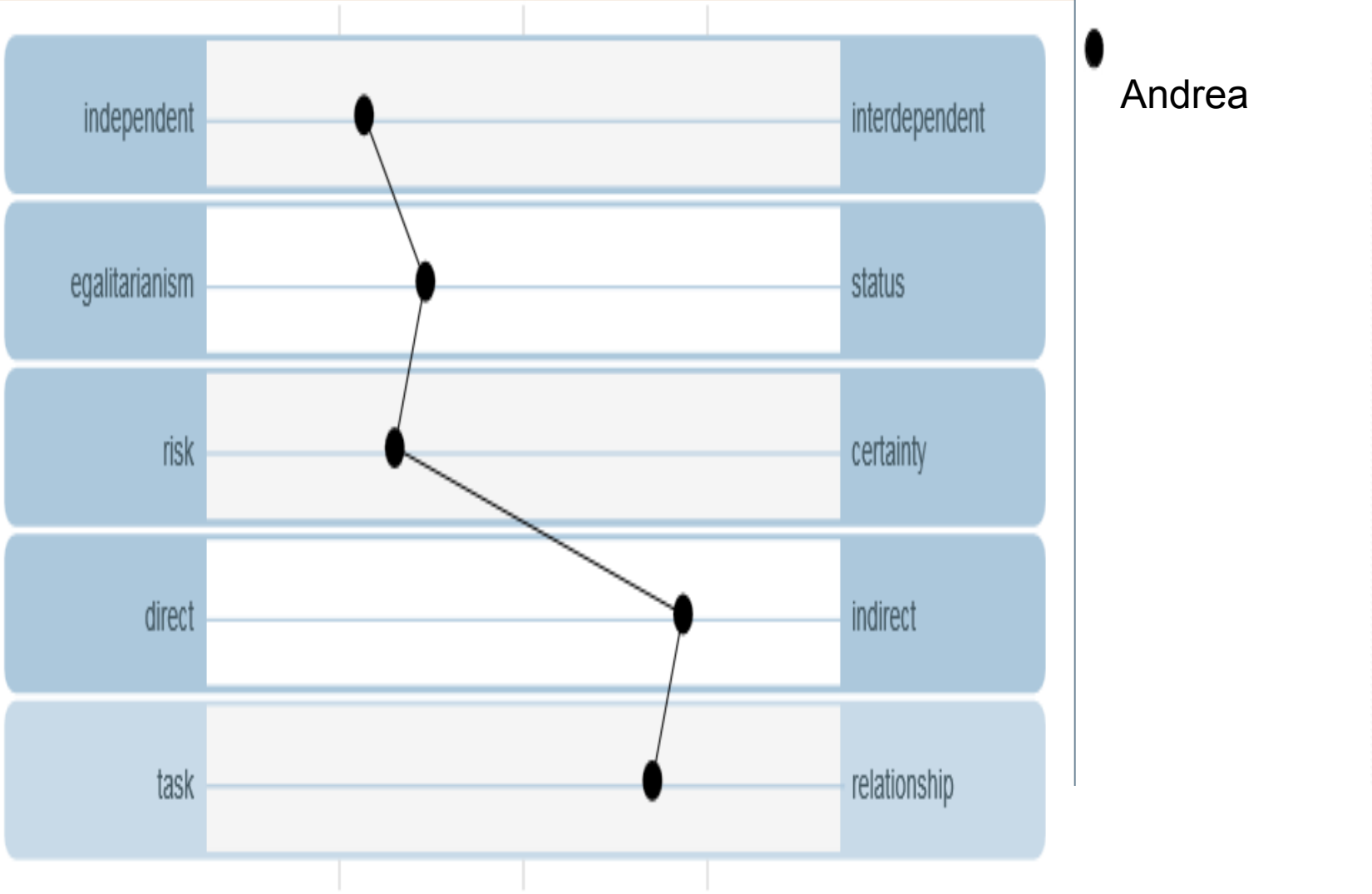
GCI Data:

- Social Desirability Score 5
- ***High*** Perception Management and Relationship Management with ***Moderate*** Self Management
- ***High*** Non Stress Tendency with ***Low*** Stress Management
- ***Moderate*** Self-Awareness with ***Low*** Self Identity
- ***High*** Emotional Sensitivity with ***Low*** Emotional Resilience

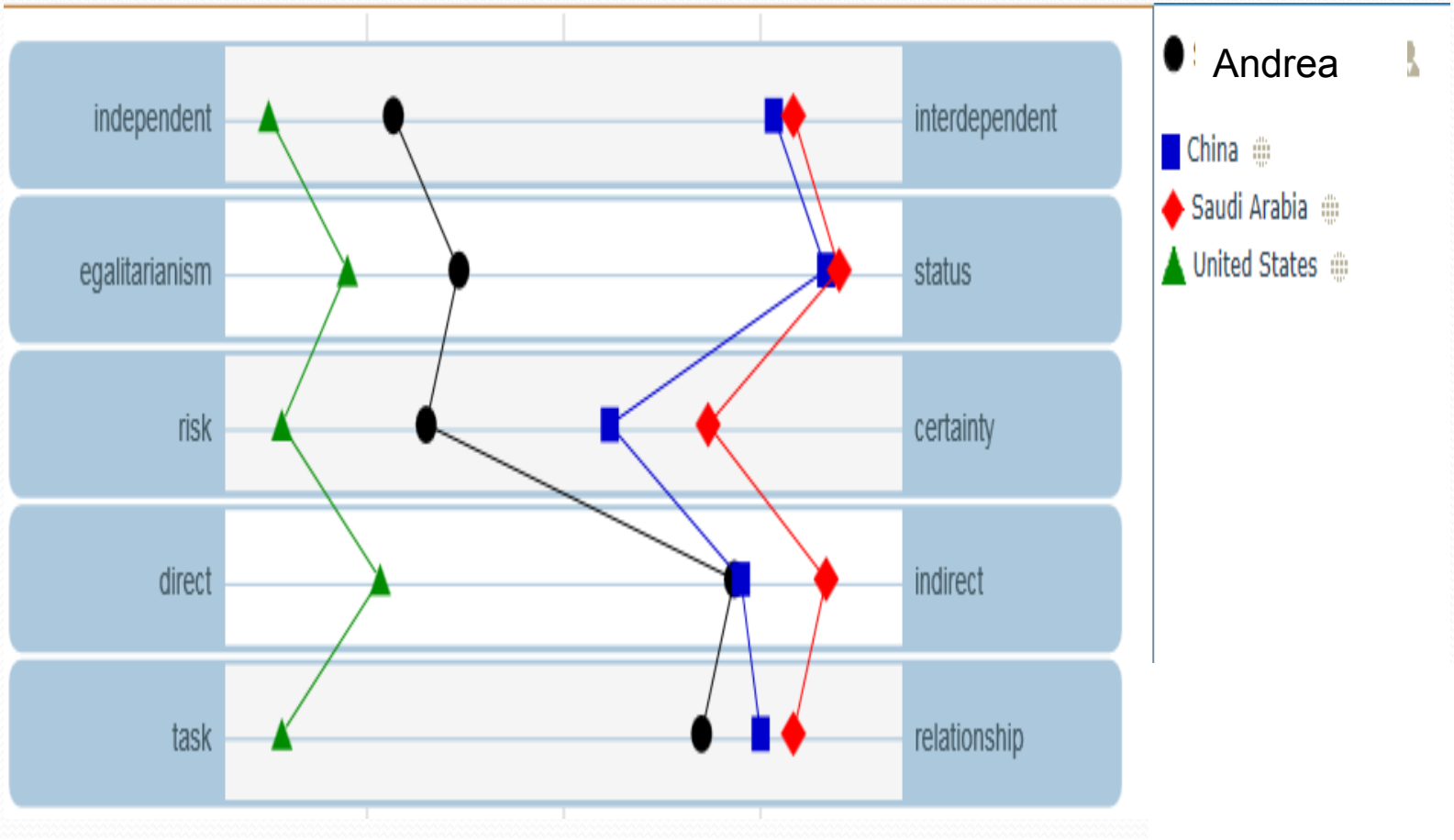
Meeting Andrea

- Intellectual, motivated to understand
- Self critical/ very high expectations of self
- Extrovert, friendly and sociable
- Highly supportive and empathetic
- Wants to be liked, emotionally vulnerable
- Tendency to become over-focused, overwhelmed and distracted

GlobeSmart® (GSP) Profile for



GlobeSmart® (GSP) Country Comparison: Andrea



Coaching Andrea

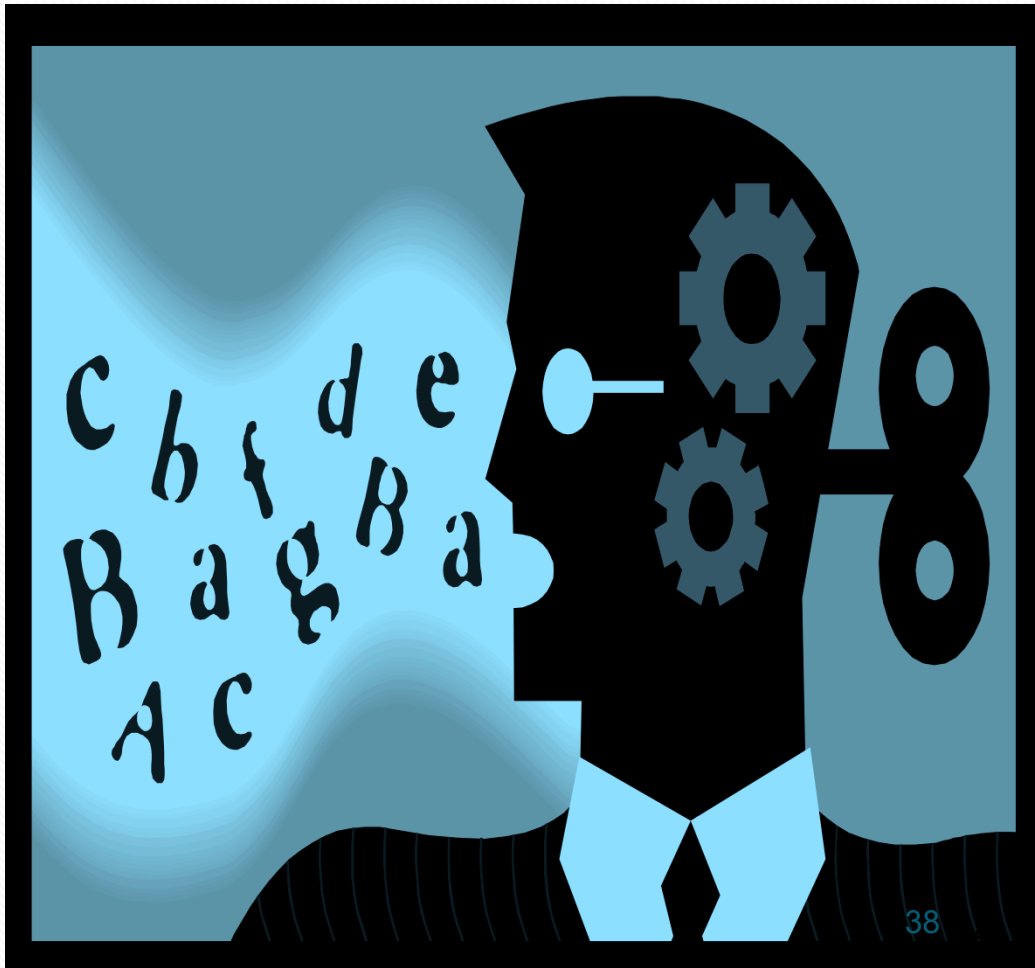
What would your priorities be for coaching?

Andrea Coaching Focus: GCI & GSP

- Investigate and raise awareness of personal costs and behavioral consequences
- Develop clearer sense of self, personal values and national culture
- Create a better balance between own and others' needs, to build emotional resilience
- Identify stressors and generate strategies for managing
- Appreciate depth of own cultural conditioning and

Discussion

How might GCI and GSP help your global leadership?



Closing

- Global Leaders are Needed
- Global Competencies Can Be Measured
- Culturally-Based Dimensions Can Be Identified
- Dual Perspectives Can Be Used When Coaching

ThankYou
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