CROSS CULTURAL COMPGTeNCe

A Field Guide for Developing Global Leaders and Managers

BY SIMON L. DOLAN

ESADE Business School, Barcelona, Spain

KRISTINE MARIN KAWAMURA

St. Georges University, Grenada, West Indies

United Kingdom — North America — Japan India — Malaysia — China

Contents

Ab	out the Authors	xv
Pre	face: Why a Field Guide and Training Manual?	xvii
1.	Introduction to Cross Cultural Competence	1
	•	3
	The Increasing Demand for Cross Cultural Competence	-
	The Solution: Cross Cultural Competence	4
	The Knowledge Base	6
	A Building-Block Approach	7
	The Journey Ahead	7
	Let's Begin	9
2.	Preparing for the Cross Cultural Competence Journey	1 1
	Introduction	11
	Setting the Mood	12
	Invoking Cultural Awareness	13
	Creating the Learning Environment	13
	Building Trust	14
	Suggestions for Facilitating	15
	Suggested Program-Level Learning Objectives	16
	Knowing Thyself: Cultivating Cultural Awareness	11
	Distribute: Cross Cultural Competence Self-Inventory	19
	Distribute: Goal Sheet and Actions Plans	19
	Conclusion	20

3.	Laying the Foundation for Developing Cross Cultural Competence	21
	Introduction	21
	Overview of the Program and Introductions	23
	Setting the Mood with Music	23
	Session: Workshop Kickoff	23
	Welcome the Participants	24
	Drivers, Risks, and Benefits of Cultural Difference in Organizations	24
	The Cultural Continuum and the Cross Cultural	
	Competence Journey	28
	Agenda and Schedule	29
	Program Learning Objectives	29
	Participant Introductions	29
	Icebreakers: Video Experience and Music Reflection	30
	Dialogue: A Video Experience	31
	Dialogue: World Music Reflection	33
	Diversity in the Organization	34
	Case Study: When in Rome, Do as the Romans Do?	37
	Diversity and Prejudice	39
	Self-awareness Exercise: What are my Attitudes	
	Toward Diversity?	40
	Our Cross Cultural Competence Model	41
	Cultural Awareness	42
	Cross Cultural Skills	43
	Cultural Values	43
	Cultural Practices	44
	Dialogue: Our Cross Cultural Competence Model	45
	Gaining Commitment	45
	Dialogue: Three Simple Questions	50
	Facilitating Self-inventory and Goal Setting	54
	Conclusion	56
4.	Why Organizations Need and Should Value Cross Cultural Competence	57
	Introduction	57
	Icebreaker: A Mini-Case Study—An American Adventure in	57
	Malaysia	59
	Culture Clash	60
	Dialogue: Culture Clash	63
	Why We Need Cultural Competence	63
	Dialogue: Why We Need Cross Cultural Competence	66
	The Business Case for Cross Cultural Competence	68
	Specific Benefits of Cross Cultural Competence	69
	Specific Deficition Cross Cultural Competence	UY

	Dialogue: Developing the Business Case for Cross Cultural	
	Competence	70
	Conclusion	12
5.	Developing Cultural Awareness	73
	Introduction	73
	What Is Culture?	75
	Definition of Culture	75
	Proverbs: The Eternity of Cultural Awareness	19
	Dialogue: The Proverbs and Sayings of Childhood	80
	Culture Shock	81
	Dialogue: What Are Culture and Culture Shock?	84
	The Cultural Genogram	85
	Exercise: Creating Your Own Cultural Genogram	86
	Exercise: A Cultural Journey	89
	Conclusion	91
ó.	Enhancing Cross Cultural Skills and Understanding	93
	Introduction	93
	Opening Exercise	95
	Quiz: How Effective Are You in Working with People from	
	Other Cultures?	96
	Experiencing Cultural Similarities	99
	Exercise: Value-Based Motivators in Professional and Personal Life	101
	Experiencing Cultural Differences	105
	Hofstede's Dimensions of National Culture	108
	Dialogue: Understanding Cultural Differences	112
	Developing Proficient Cross Cultural Communication	115
	The Language of Context	116
	The Language of Time	118
	The Language of Space	118
	The Language of Things	118
	The Language of Agreements	119
	The Language of Friendship	119
	Principles of Effective Communication across Cultures	119
	Dialogue: Developing Proficiency in Cross Cultural	
	Communication	121
	A Close Encounter of the Cultural Kind	124
	Simulation: What Color Is My Communication?	125
	Developing Cross Cultural Decision-Making Skills	131
	Exercise: Exploring Cross Cultural Decision Making	133

	Developing Additional Cross Cultural Skills and Habits	134
	Flexibility; Acceptance of Ambiguity	136
	Openness; Acceptance of Differences	130
	Cultural Self-Confidence; Security in One's	
	Own Culture	137
	Humility; Suspension of Judgment; Desire to Learn	
	from Others	137
	Interest in People; Empathy; Care	137
	Communication Skills	138
	A Spirit of Adventure; Curiosity; Creativity	138
	Emotional Intelligence; Cross Cultural Intelligence	139
	A Sense of Humor	141
	Interest in and Sensitivity to Style, Context, and	
	Process, not just Substance, Content, and Goals	142
	Exercise: Developing Additional Cross Cultural	
	Skills and Habits	143
	Conclusion	144
7.	Knowing and Aligning Cultural Values	145
	Introduction	145
	Diving into a Values Conflict	148
	Exercise: The New Manager Case Study	149
	The Complexity of Values	150
	Trends Impacting Culture and Values	153
	National/Social Trends	154
	Organizational Trends	155
	Personal Trends	155
	Dialogue: National, Organizational, and Personal	
	Trends and Their Impact	150
	The Development of National Values	157
	A Nation's Constitution and Its Values	159
	Reflection: National Values — A Guiding Light for	
	Organizational and Personal Values	162
	How Are Organizational Values Formed?	164
	Exercise: Influences on Your Organization's Values	167
	The Value of Alignment	170
	Alignment between Owners, Managers, and Members	171
	Alignment between Individual and	
	Organizational Values	172
	Exercise: What Motivates Us?	173
	The Gold Mine of Organizational Values	173
	Understanding the Management by Values System	178

	A Brief History of Management Systems	178
	What Does Progress Mean Today?	179
	The Unleashing of Human Potential through	
	Management by Values	179
	Case Study: Managing with Sensitivity	180
	Building Congruency with Organizational Values	183
	Overview of the Tri-axial Model of Managing	
	by Values	184
	Economic-Pragmatic Values	185
	Ethical-Social Values	185
	Emotional-Developmental Values	185
	Creating Human and Organizational Potential through	
	Congruency Building	186
	Are Ethical-Social Values Means or Ends in	
	Themselves?	188
	Reflection: Identifying your Individual Values	190
	Exercise: Filling Your Bucket	192
	Conducting the Management by Values Organizational	
	Change Process	194
	Exercise: The "Value of Values" Initial Assessment Process	197
	Conclusion	199
8.	Cross Cultural Negotiation	201
	Introduction	201
	Why Do We Need to Learn Cross Cultural Negotiation?	203
	Global M&A Activity	204
	Growth in World Trade	205
	World Trade Talks: Impasse in the WTO Doha Development	
	Round	207
	Dialogue: Why Do We Need Cross Cultural Negotiation?	209
	What Is Negotiation?	210
	Getting What You Want	211
	Negotiation as Win—Win	213
	Information, Power, and Time	214
	Dialogue: Defining Negotiation and Working with Information,	
	Power, and Time	216
	Domestic versus Cross Cultural Negotiation	218
	So What Is Different about Cross Cultural Negotiation?	219
	Negotiation Principles	220
	Dialogue: What Westerners Need to Learn about Cross Cultural	
	Negotiation	221
	The Complexity of Cross Cultural Negotiation	222

	The Complexity Model of Cross Cultural Negotiation	222
	Cultural Difference: The Conditions	224
	Culture Difference: Environmental Level	225
	Cultural Difference: The Negotiation Process	221
	Cultural Difference: Goals and Results	228
	Cultural Difference: Individual Behaviors	229
	Chinese	230
	Brazilians	232
	Indians	233
	Americans	234
	Exercise: Negotiation Role-Play: The Global versus	
	Pogo Case Study	236
	Pitfalls in Cross Cultural Negotiation	242
	The John Wayne Style of Negotiation	243
	Exercise: American Negotiation John Wayne Style	245
	How to be Successful in Cross Cultural Negotiation	245
	Principles of Successful Cross Cultural Negotiation	246
	First Negotiation Principle: Negotiate a Relationship,	
	Not a Deal	246
	Second Negotiation Principle: Address Needs,	
	Not Positions	246
	Third Negotiation Principle: Apply Participative,	
	Creative Thinking	247
	Fourth Negotiation Principle: Use Objective Criteria	247
	The ABCs of Successful Cross Cultural Negotiation	247
	Dialogue: Applying Successful Negotiation	
	Principles and ABCs	248
	Conclusion	249
9.	Developing Cross Culturally Competent Leaders and Managers	251
<i>,</i> .		
	Introduction	251
	What Is Leadership?	253
	The Need for Conscious Leaders and Conscious Leadership	254
	The Many Roles of Leadership: The LMMC Capability Model	256
	Leader versus Manager Roles	257
	Mentoring versus Coaching Roles	261
	Exercise: Discerning the Most Appropriate Leadership Role	264
	The Theoretical Foundation for Developing Cross Culturally	
	Competent Leaders	269
	The Cross Cultural Influence on Leadership	270
	An Array of Leadership Theories	271

Contingency Theory	27?
Competency Theory	274
The Cross Cultural Competencies Leaders and Managers Need	215
Global Leadership Development Challenges	275
Emotional and Social Capabilities	277
Exercise: Assessing Cross Cultural Competencies of Leadership	280
A Contextual Understanding of Cross Culturally Competent Leaders Case Study: Conducting an Environmental Scan of a Global	281
Leadership Challenge	281
The Context of Business Strategy and Structure	283
Leadership Style and the Context of National Culture	284
Exercise: What Leadership Style Fits This Scenario?	289
Working with Universal and Culturally Contingent Leader	
Characteristics	289
Exercise: Assessing Universal and Culturally Contingent Leader	
Characteristics	291
Applying Cross Cultural Competence to Leadership Activities	292
How to Manage Culturally Diverse Teams	292
How to Handle Problems of Culturally Diverse Teams	292
Exercise: What is the Right Leadership Strategy for	
Addressing Team Problems?	294
How Do You Set Up Multicultural Teams and	
Effectively Manage Them?	291
Motivating and Inspiring People	299
Potential Differences between Cultures	300
How to Effectively Coach Someone	301
Exercise: Using Coaching by Values to Create an Aligned Tea	ım
Culture	302
Conclusion	303
Working with Cultural Practices	305
Introduction	305
Workshop Review	301
Exercise: Gathering Workshop Accomplishments	308
Identifying Dreams and Opportunities	309
Exercise: Gathering Personal and Professional Dreams and	
Opportunities	309
The Power of Relationships, the Gifts of Travel, and the	
Insights of Place	311
The Power of Relationships	311
The Gifts of Travel	311

The Insights of Place	312
Exercise: The Power of Relationships, the Gifts of Travel,	
and the Insights of Place	313
Exercise: Planning Your Walk and Walking Your Plan	314
Conclusion	310
References	317
Instructor Resources	329
Author Index	331
Subject Index	335