

The Culturally Intelligent Change Leader:

What science reveals about leading in a multicultural world

Samad Aidane, PMP



Session Objectives

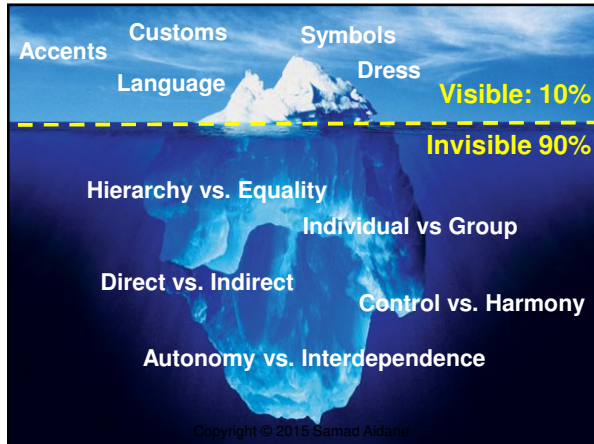
- Understand the challenges of how culture impacts collaboration in the context of multicultural teams
- Share insights from Cultural Neuroscience research on how culture shapes the way the brain works
- Explore how we can overcome these challenges and develop a culturally intelligent leadership style

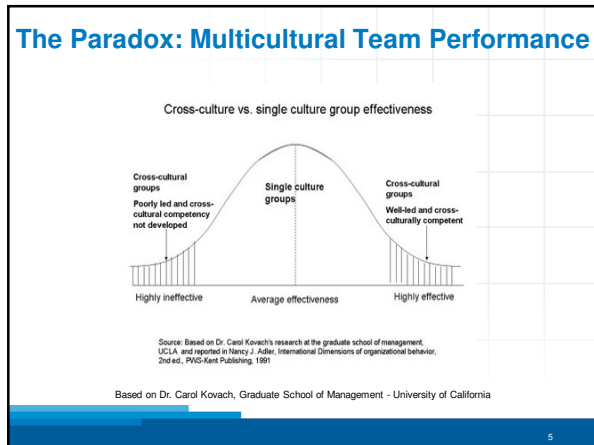
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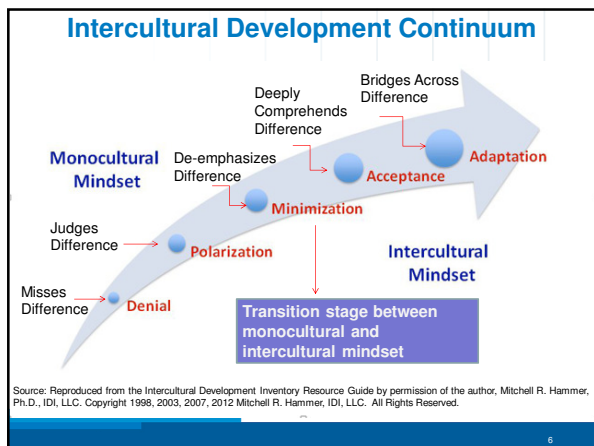
Roadmap

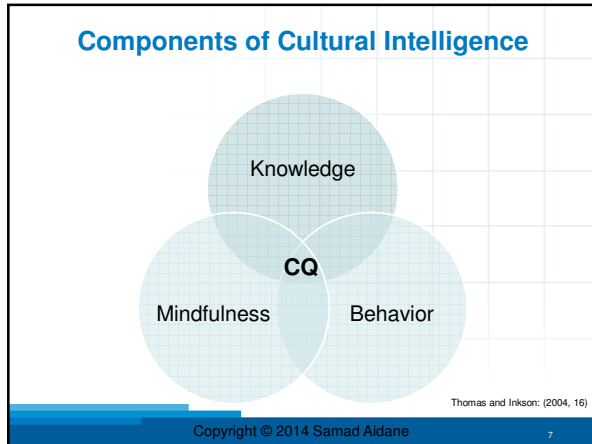
- Introduction
- Part 1 - Core Cultural Dimensions
 1. *Self-concept*
 2. *Power Distribution*
 3. *Communication Style*
- Part 2 - Collaboration Dimensions
 1. *Leadership*
 2. *Agreements*
 3. *Conflict*
- Part 3 - Cultural Mindfulness
- Conclusions, Takeaways, and Next Steps

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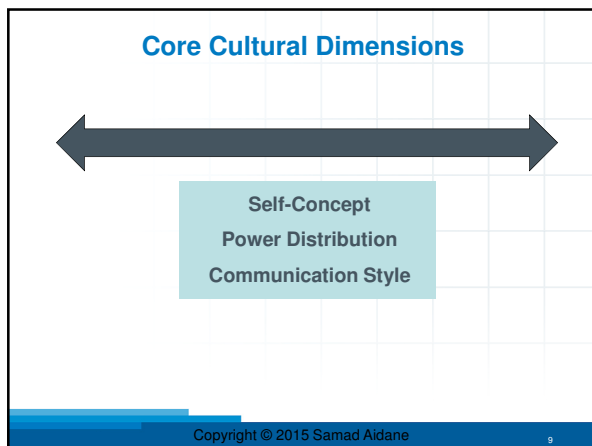


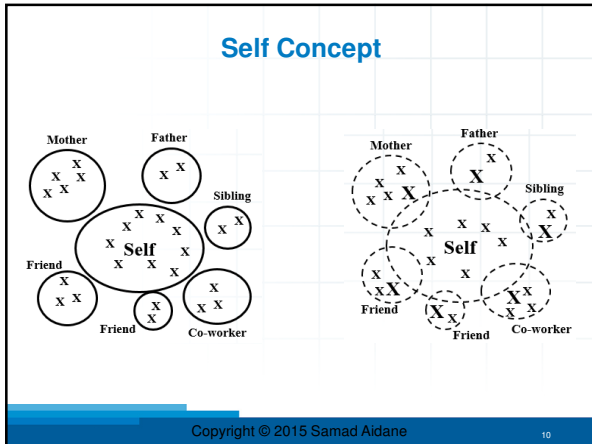


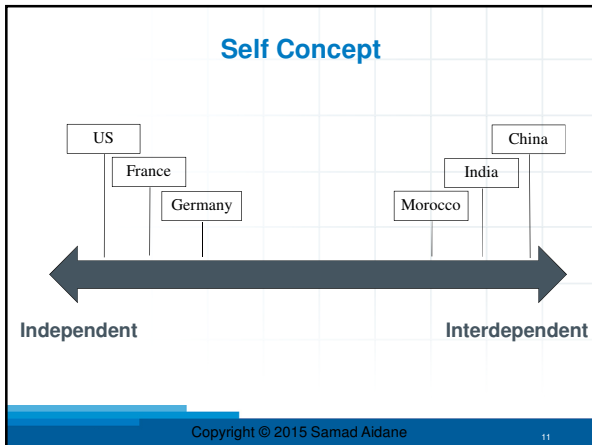


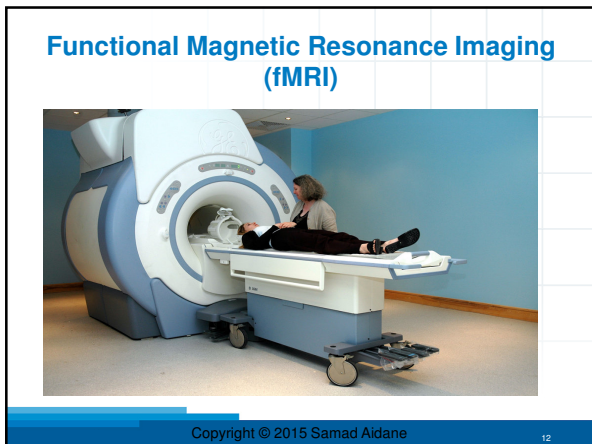


- ### Roadmap
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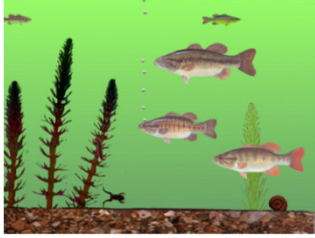








Perception, Attention, and Memory

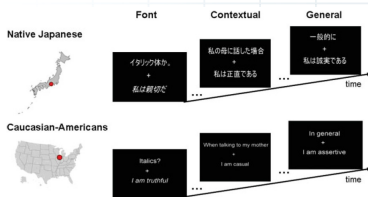


Masuda & Nisbett (2001)

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Self Concept

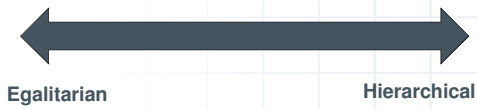


(Chiao, et al, 2009)

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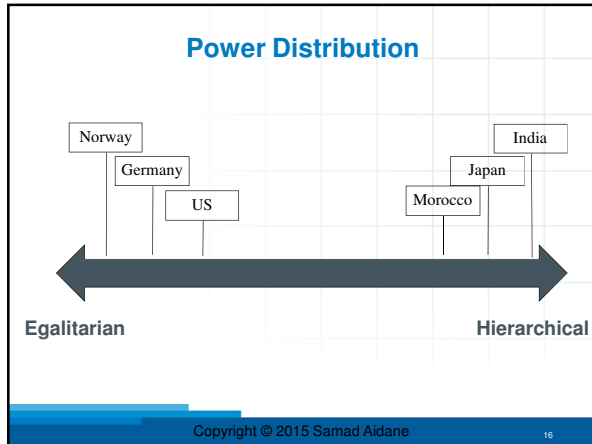
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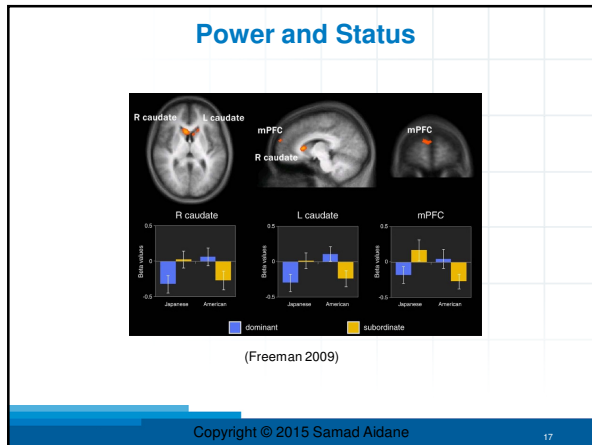
Power Distribution

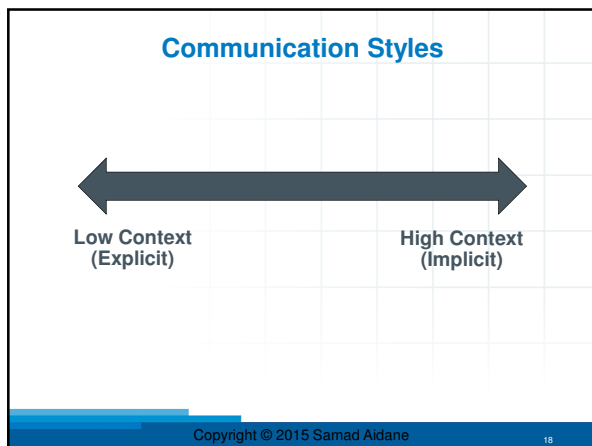


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Low Context/High Context



Gutchess et al (2006)


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Core Collaboration Dimensions



Leadership
Agreements
Conflict

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Management Style

Egalitarian:	Hierarchical:
<ul style="list-style-type: none">• Express opinions and disagreements• Speak up in meetings• Make own judgement/decisions	<ul style="list-style-type: none">• Respect for rank, status• Deference to manager• Communication follows hierarchical lines

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Agreements

When working with “Interdependent” Cultures:

- The meaning of “Yes” and “No”
- Checking for understanding
- Confirming Commitments
- Listening for subtle hints of difficulty and challenges
- Attitudes towards authority

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Agreements

When working with “Independent” cultures:

- The meaning of “Yes” and “No”
- Expressing disagreements
- Reframing impoliteness and rudeness
- Expectation of disagreement, challenge, and criticism
- Attitudes towards authority

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Conflict Style

<ul style="list-style-type: none">• Independent:<ul style="list-style-type: none">– Direct– Issue and relationship (person) <u>are</u> separate– Avoiding, accommodating do not address conflict– Words communicate the message	<ul style="list-style-type: none">• Interdependent Style:<ul style="list-style-type: none">– Indirect– Issue and relationship (person) <u>are not</u> separate– Face-saving, preserving harmony– The meaning of silence
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Roadmap

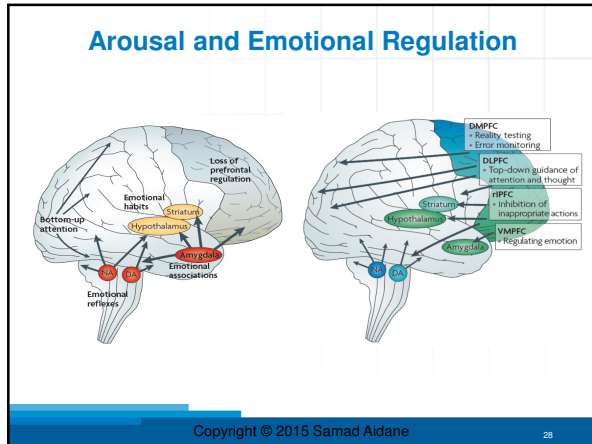
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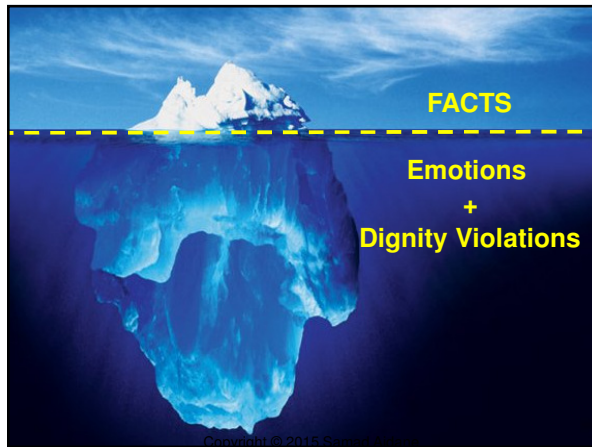
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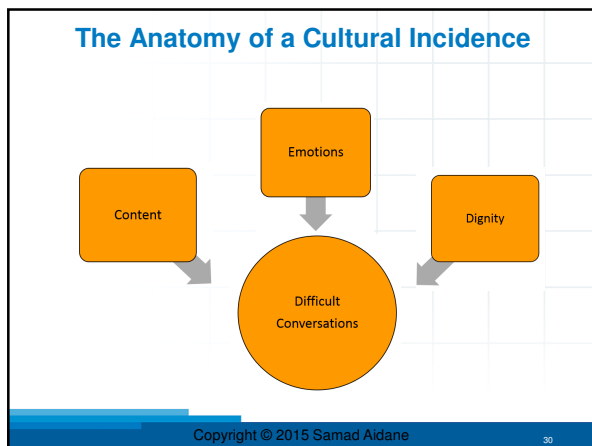
Arousal and Cognition

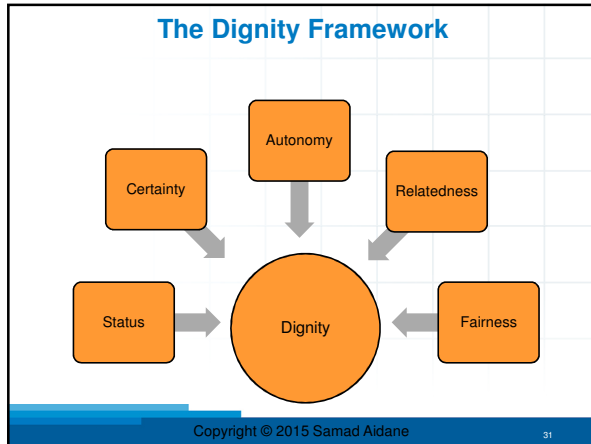
The Yerkes -Dodson Curve

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- ### Conclusions & Takeaways
- Culture is not an add-on or an afterthought: Culture is in the brain
 - Lead with mindfulness: know when to Leverage both your “Independent” and “Interdependent” selves
 - Developing a Global Mindset is an emotional, social, and cognitive experience
 - Use Dignity Model to diagnose and navigate cross-cultural differences and turn them into advantages
 - Expect the unexpected and have compassion for others and for yourself as you progress in your learning journey
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- ### Next Step: The Journey to mastery continues...
- Mindfulness through Attention Training
 - Enhance self-knowledge and self-awareness
 - Acquire techniques to calm the Central Nervous System
 - Develop Emotional Regulation
 - Communicate with mindfulness and intent
 - Develop leadership presence
 - Apply Deliberate Practice (to rewire your brain)
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