Developing a Global Mindset

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Objectives

- Develop awareness of cultural preferences and their impact on your day-to-day work across cultures and borders
- Understand the developmental stages and behaviors to attain a global mindset
- Learn tips and skills to enhance cultural sensitivity and effectiveness
How do you draw an X?
Poll 1

What is the main challenge that impedes your work with your global colleagues, clients or partners?
Culture is...

- the collective programming of our minds
- the shared knowledge of a group on how to behave, perceive, think, relate and react to the context
- what is expected, accepted/rewarded and rejected within a social group
What is visible...and invisible?

Behaviors

Values
Beliefs
Attitudes
Assumptions

Source: Dr. Edgar Schein
...or Cultural Hippopotamus?
Different Perceptions

https://www.youtube.com/watch?v=rGiTDdTC-fY
“There are things known and there are things unknown, and in between are the doors of perception.”

~ Aldous Huxley
Our perceptions are shaped by...

- Culture
- Personality
- Experiences
The “Mis” Cycle

- Misperceive
- Misunderstand
- Mistrust
The Impact of our Perceptions in a Global Work Environment

- Reinforces our preconceptions, judgments, biases and prejudices about others
- Affects our attitudes, behaviors and reactions to different environments
- Can lead to insider/outsider dynamics
- Limits our adaptability to the new environment
## Cultural Dimensions
(based on CultureWizard)

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Hierarchy (Egalitarian vs. Hierarchical)</td>
<td>Hands on/ Hands off; levels of power and empowerment. Supervision and authority vs. space of autonomy for team effectiveness</td>
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<tr>
<td>Group (Individual vs. Group)</td>
<td>I vs. We; independent vs. interdependent; individual vs. consensus; group harmony. Personal priorities and decisions vs. group priorities and decisions</td>
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<tr>
<td>Relationships (Transactional vs. Interpersonal)</td>
<td>Importance/time devoted to building relationships and, developing trust ( if team-building and trust are your priority or deliveries)</td>
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<tr>
<td>Communication (Direct vs. Indirect)</td>
<td>How comfortable do you feel to disagree/to say NO/to give constructive feedback and call out undesired behaviors? Face / context</td>
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<td>Time (Fluid vs. Controlled)</td>
<td>Sense of punctuality and priorities. How would you react if someone fails to deliver on time as promised</td>
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<tr>
<td>Change (Averse vs. Tolerant)</td>
<td>Rules, procedures, step-to-step plans, doing it right vs. flexibility, initiating changes, and trial and error. Your comfort level with uncertainty and unpredictable changes</td>
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<tr>
<td>Formality (Formal vs. Informal)</td>
<td>Levels of formality and appropriacy: dress codes, protocols, titles of addressing, office set-up. What is the new dress code for working at home</td>
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<tr>
<td>Motivation (Work-life Balance vs Status)</td>
<td>Which is more important for you: well-being, work/life balance or social or work accomplishment? Would you tend to work in the evenings and weekend</td>
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</table>
Your Cultural Challenges

What is the main challenge that impedes your work with your global colleagues, clients or partners?

1. Lack of face-to-face contact hindering ability to build strong relationship
2. Lack of timely responsiveness to emails/calls
3. Different approaches towards hierarchy
4. Insensitive or unclear communication
5. Lack of initiative or receptivity to make changes
6. Unwillingness to take personal accountability for mistakes
7. Little to no boundaries between work and personal life due to time zone differences
8. Slow pace of decision-making
Poll 2

- Which cultural dimension(s) impact the main challenge you identified?
Developing a Global Mindset

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change."

Charles Darwin

How do you define a global mindset?
Definitions of a Global Mindset

“Global Mindset is the set of individual qualities and attributes that help a manager influence individuals, groups, and organizations from other parts of the world.”
~ Thunderbird School of Global Management

“It is the ability to step outside one’s base culture and to understand there is no universally correct way to do things.”
~ Dr. Gary Ranker

“A global mindset is the ability to recognize, read, and adapt to cultural signals, both overt and subtle, so that your effectiveness isn’t compromised when you’re dealing with people from different backgrounds.”
~ RW3
Developmental Stages to Attain a Global Mindset

- Denial
- Polarization
- Minimization
- Acceptance
- Adaptation

Monocultural Mindset

Cognitive
Emotive
Behavioral

Source: Intercultural Development Continuum by Dr. Mitch Hammer
Mindset Stages Impact on Work

- **Denial** - Sink or swim; not caring to connect; inability to recognize the impact of cultural differences
- **Polarization** - Us. vs. them; “my way or the highway”; judgmental and defensive
- **Minimization** - Going along to get along; surface harmony; doing things right
- **Acceptance** - Deep-dive understanding of cultural differences; empathize to understand why others behave differently
- **Adaptation** - Leverage different perspectives in business decisions; adapt behaviors to engage staff and clients; develop guidelines to leverage differences to connect and collaborate
Your director has come to you for some data analysis with one of his projects. You shared this with your manager; however, to your surprise, he says that anyone who asks for this data should get his, your manager’s, permission first.

You know that the data does not contain confidential information. Your interpretation is either the manager is not happy that the director had come to you directly or there is some tension between the manager and the director. You understand the cultural differences impacting communication channel, and power distance could be part of the reason. At the same time, you are not quite sure what would be the best option to help the two bosses connect so that you can work more effectively with both of them.
You have recently joined a new team and relocated to a new country. You like the warmth and hospitality of your colleagues, but you have not enjoyed the team meetings. From your perspective, the meetings would be much more productive if the team followed the agenda more closely. Also, some of your colleagues seem to dominate the conversation and it’s difficult for you to find the space to speak. Several times, you have wanted to share your opinion, but felt that there was never any opportunity for your voice to be heard. You find your new colleagues very disrespectful and non-inclusive.
Switching mindsets

https://www.youtube.com/watch?v=4BZuWrdC-9Q&t=12s
<table>
<thead>
<tr>
<th>Mental State</th>
<th>Attack Chair (Denial-Polarization)</th>
<th>Self-Doubt Chair (Denial-Polarization)</th>
<th>Wait Chair (Minimization)</th>
<th>Detect Chair (Acceptance)</th>
<th>Connect Chair (Adaptation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is wrong with you/him/her/them?</td>
<td>What is wrong with me?</td>
<td>What was I thinking?</td>
<td>What is important for me/us?</td>
<td>What is important for you/him/her/them?</td>
<td></td>
</tr>
<tr>
<td>Feelings &amp; Emotions</td>
<td>Aggressive, negative, angry, Irritable, emotional, close-minded</td>
<td>Defensive, insecure, fearful of rejection/failure, anxious, shy, overly sensitive</td>
<td>Passive, thinking mode, hesitant, reactive, unsure, slow in acting</td>
<td>Assertive, peaceful, tolerant, patient, sensitive, understanding</td>
<td>Empathetic, compassionate, positive, proactive, calm, curious, open-minded</td>
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<td>Behaviors</td>
<td>Blame and shame, try to convince others, abuse verbally, confront, argue, gossip, judge, complain</td>
<td>Self-blame and diminish, avoid confrontation, play victim, build negative fantasy, BMW (bitching, moaning, whining)</td>
<td>Go along to get along, follow the flow, wait and see, hold back judgment</td>
<td>Express own interests and needs, set boundaries, manage own emotions, follow regulations and processes</td>
<td>Ask open questions, switch perspectives, challenge prejudices, step into another’s shoes, listen actively, manage own and others’ emotions, propose win-win solutions, adapt to different styles</td>
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<td>Examples</td>
<td>“What can’t you...?” “Why did you do that...?” “It’s wrong for you to do...”, “You should do...”</td>
<td>“What have I done wrong?”, “I’m not good enough.”, “Why me? Always the unlucky one.”</td>
<td>“What am I thinking?”, “What should I do?”</td>
<td>“I believe/think...”, “I could do this if you could do that...”, “I will when...”</td>
<td>“Tell me more about what you said.”, “Help me understand...”, “What can I do to help?”</td>
</tr>
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Self-Reflection

- Which is your default chair?
- When do you tend to sit in the “Attack” chair?
- What is the impact when you sit in each of these chairs in your daily work and in your personal life?
You are part of a three-agency initiative working with the Ministry of Transportation on a huge infrastructure project. The project has encountered multiple delays and has exceeded the budget, mostly due to different goals and miscommunication within the three agencies and with the client. You are frustrated but recognize that in order to succeed, you need to find a way of aligning the Deputy Minister’s expectations with the different priorities with the partner agencies so the project can move forward.
Poll 3

In your opinion, what would be the most useful approach to address this situation with an Adaptation mindset if you are sitting in the Connect chair?
Global Mindset Skills

- Open mind
- Self-awareness
- Awareness of others
- Tolerance of uncertainty
- Ability to style switch
- Emotional intelligence
Tips for Developing a Global Mindset

- Be aware of your own cultural preferences and unconscious biases that may impact your readiness to work and engage with your colleagues, clients or partners
- Be curious about other cultures and try to better understand how your colleagues and clients handle things
- Pause and consider what is triggering your reaction or behavior
- Be willing to step out of your comfort zone AND try new behaviors
- Avoid quick judgments or opinions of others or jumping to conclusions
- Recognize and reconcile differences; acknowledge that your way is not always the right way
- Actively seek to understand each other’s position and bring together divergent views to build consensus
Shifting Perspectives
Thank you!