

Why Leaders Need Cultural Intelligence



ZURICH

Lunch & Learn Session

May 17, 2016

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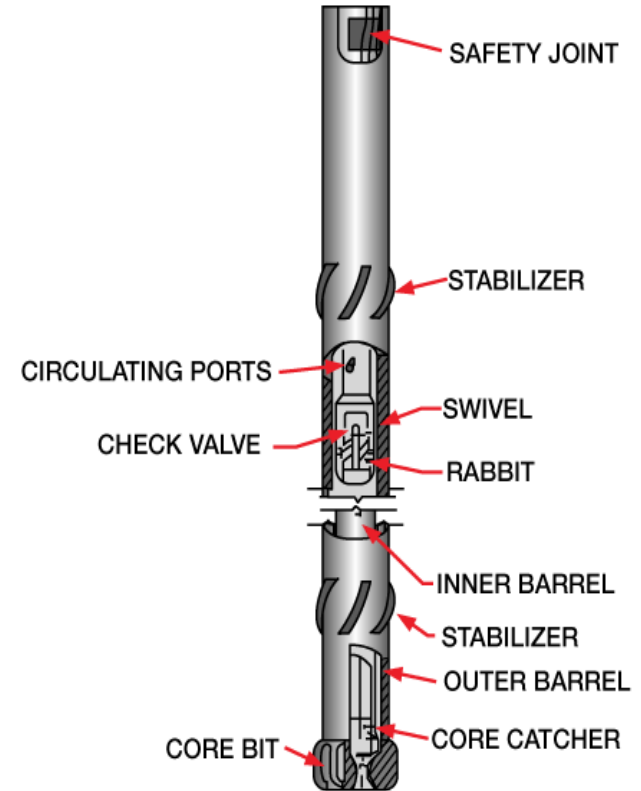
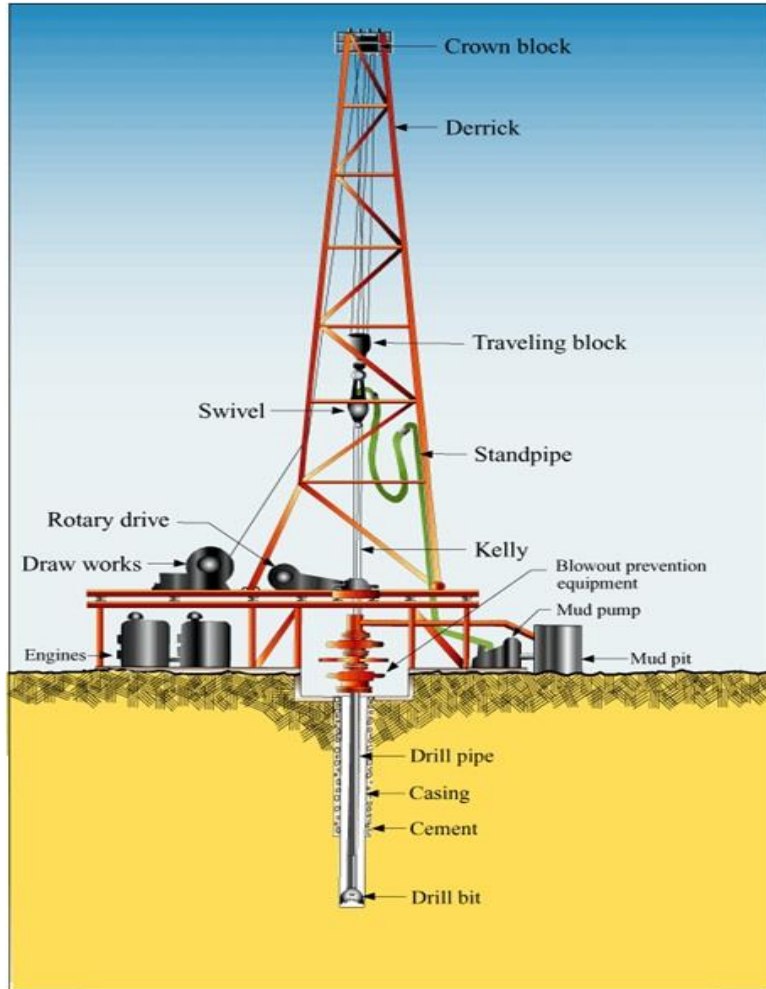
Guntong C

Production Platform

South China Sea



Drilling Assembly



**Houston
we have a
Problem**

Core Samples



What is cultural intelligence?



THE 10 MOST FUNDAMENTAL CULTURAL DIFFERENCES



1. IDENTITY



Individualist or Collectivist?



2. AUTHORITY



Equality or Hierarchy?



3. RISK



Uncertainty or Predictability?



4. ACHIEVEMENT



Cooperative or Competitive?



Punctuality or People?

5. TIME

Long-term or Short-term?



6. COMMUNICATION

Direct or Indirect?



7. LIFESTYLE

Being or Doing?



8. RULES

Universalist or Particularist?



9. EXPRESSIVENESS

Neutral or Affective?



10. SOCIAL NORMS

Tight or Loose?



Created by Jokim Schnoebbe.
Based on David Livermore, "Customs of the World,"
The Teaching Company (thegreatcourses.com).

Discuss these questions

1. In our organization, we have the *Diversity & Inclusion* culture we need for the impact we want
2. The senior leadership team in our organization behaves consistently with the stated culture of the organization

Culture Game

A senior VP of Finance from HQ is visiting your branch office. As the event organizing committee, you are to plan and manage this highly important event. Due to recent restructuring and reorganization, you find yourself in a team with members whom you don't know very well.

Discuss the programme and schedule in your team. It's your job to take care of the VP, make hotel arrangements, plan meetings and arrange some sightseeing.

Member A is Team Leader

Start off the discussion by greeting everyone and making some small talk. Make your first suggestion, ask the team what they think? Ask team members to offer more suggestions, going through the various points:

- Which hotel?
- Meetings with whom? Length of meeting?
- Evening programme?
- Sightseeing options – where to go, who will accompany him?

Other team members

Each of the other team members are given a card with instructions.

You **must not** share your card with another member.

Intercultural Metaphor



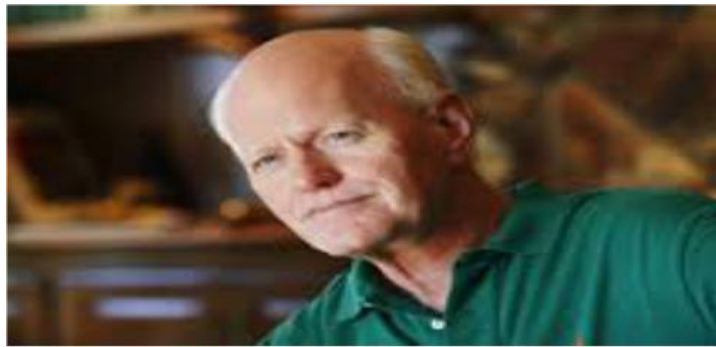
Car Accident

You are a passenger in a car driven by a close friend, and **your close friend's car hits a pedestrian**. You know that your friend was **going at least thirty-five miles an hour** in an area where the **maximum speed was twenty miles** an hour. There are no witnesses.

- Your friend's lawyer says that if you testify under oath that the speed was only twenty miles an hour then you would save your friend from any serious consequences.
- ***What would you do? Would you lie to protect your friend? What right does your friend have to expect your help? On the other hand what are your obligations to society to uphold the law?***



Marshall Goldsmith, World's #1 Leadership Thinker



**Global Leader
of the Future**
By Marshall Goldsmith

Harvard Business Review

Research shows that about 2/3 of all international collaboration projects fail, and of this number, about 70% is due to inability to resolve cultural differences.

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