

Using GlobeSmart to....

Create More Targeted Intercultural Training

SIETAR 2011, Denver, CO

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- Shelley Morrison:
 - Intercultural Communication Consultant and Trainer
 - Cross Cultural Teams, Relocation, International Students
 - Virtual Communications, Negotiation Skills
 - MA in Teaching. MA in Intercultural Relations 2011 or 2012
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 - Senior Consultant/Product Marketing Manager, Aperian Global
 - Faculty, American University (School of International Service)
 - Ph.D., Intercultural Education and Training, University of Minnesota

- Introductions
- Background and Objectives of this Session
- Introduction to GlobeSmart Profile Dimensions
- Case Study Snap Shots
 - Examples of using individual profiles to customize training and create targeted consulting and exercises.
- Role Play Demo
- GlobeSmart Culture-Specific Case Study
 - Small Group Discussions and Quiz
- Q & A

The E-mail That Started it All

Dutch virtual team member responsible for training and managing a newly acquired Brazilian team asking for help.

“We scheduled a call for 3:00pm. We spent a lot of time preparing a step-by-step program to go through with the Brazilian customer service team...

...and when they finally got on the call at 3:15pm they wanted to chat and asked about our weekends. And the only information they wanted to hear was just what they thought they needed.”

Demonstrate how using intercultural profiling tools, which can compare the cultural dimensions of individuals allows you to:

- Move beyond cultural generalizations and assumptions, which can be incorrect.
- Create more targeted and specific training and consulting programs.
- Improve communication between working individuals and teams with simple role plays.

GlobeSmart

A web-based tool that provides instant access to information on conducting business effectively in over 50 countries

Key Features:

- ✓ **Practical advice** to improve global business interactions
- ✓ GlobeSmart **Assessment Profile**
- ✓ **Tests and Case Studies** of actual business scenarios
- ✓ **Field Notes** from global business professionals

The screenshot displays the GlobeSmart website interface. At the top, the logo 'GLOBESMART®' is on the left, and navigation links 'ABOUT GLOBESMART | HELP | FEEDBACK | LOG-OUT' are on the right. Below the logo is a horizontal menu with tabs: 'SELF - ASSESSMENT', 'GLOBAL ADVICE', 'MY BRIEFCASE New!', 'RESOURCES', and 'CUSTOM CONTENT'. A welcome banner reads 'Welcome Sonya Kaleel! If you are not Sonya Kaleel, [click here.](#)' with a 'GO TO MY BRIEFCASE FOLDER' button. The main content area features a grid of images including globes and people. A sidebar on the left has a 'Get Started Here' section with 'EXPLORE A REGION' (listing EUROPE, ASIA PACIFIC, THE AMERICAS, MIDDLE EAST & AFRICA) and 'EXPLORE GLOBAL ADVICE' (with a 'GET GLOBAL ADVICE' button). Below that is the 'SELF-ASSESSMENT PROFILE' section with an 'ASSESS YOURSELF' button. The main text area contains a paragraph about working across cultures and a 'Begin by selecting a Region, then a Country on the left. You can Assess Yourself and Invite a Team' section. At the bottom, there are 'What's New' and 'Recently Viewed Topics' sections with news about new countries (Slovakia, Morocco) and diversity resources.

GlobeSmart: Example of Main Country Page

China

SELF - ASSESSMENT GLOBAL ADVICE MY BRIEFCASE RESOURCES CUSTOM CONTENT

Enter Keyword

SELECT A TOPIC BELOW...

BUSINESS SKILLS ▶

CULTURE & CUSTOMS ▶

TRAVEL & GENERAL INFO ▶

NATIONAL DIVERSITY ▶

NAMES AND PHRASES ▶

TESTS & CASE STUDIES ▶



Click a Focus Area to explore below...

- ▶ Establishing Relationships
- ▶ Improving Teamwork
- ▶ Managing Employees
- ▶ Training
- ▶ Marketing
- ▶ Selling
- ▶ Managing Outsourcing and Joint Projects
- ▶ Negotiating
- ▶ Traveling & Getting Around

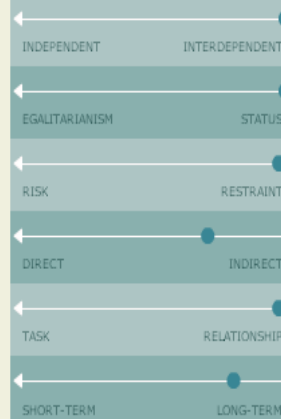
How you Compare to China:

Click on the blue dots on any of the six scales in the chart to learn more about how you compare to the average profile of people from this country or region.

NOTE: To have your profile appear in the chart on the right and be able to compare with the average profile of people from this locale, please take a few minutes to complete the *Self-Assessment survey*. This is normally a 5-10 minute process.

[Click here for the survey.](#)

■ Your profile
● Avg. China Profile



SNAPSHOT

China

LOCAL TIME

01:51 - Dec. 02, 2009

Beijing

Time Zone: Beijing

▶ Currency Converter

▶ Local Headlines

▶ Economic & Political News

▶ Local Weather

TEST YOUR KNOWLEDGE

TYPE	SCORE
▶ Business Skills	25%
▶ Culture & Customs	38%
▶ Case Studies	1 of 4 completed

SUBSCRIBE

▶ Holiday Reminders

▶ Monthly Tips

OTHER RESOURCES

▶ Aperian Global

▶ Global Meeting Time Planner

GlobeSmart: Example of Country-Specific Content

China

SELF - ASSESSMENT GLOBAL ADVICE MY BRIEFCASE RESOURCES **CUSTOM CONTENT**

Enter Keyword

SELECT A TOPIC BELOW...

BUSINESS SKILLS

Communicating Effectively

Communication Styles

Establishing Credibility

Obtaining Information

Persuading Others

Presenting Ideas

Managing Meetings

Virtual Communication

Conversation Topics

Managing People

Customer & Supplier
Relations

Knowledge Transfer

CULTURE & CUSTOMS

TRAVEL & GENERAL INFO

NATIONAL DIVERSITY

NAMES AND PHRASES

TESTS & CASE STUDIES

China: Communication Styles

[BACK TO LOCALE HOME PAGE](#)

SNAPSHOT

China

LOCAL TIME

01:52 - Dec. 02, 2009

Beijing

Time Zone: Beijing



[+ ENLARGE MAP](#)

[Currency Converter](#)

[Local Headlines](#)

[Economic & Political News](#)

[Local Weather](#)

TEST YOUR KNOWLEDGE

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[Monthly Tips](#)

OTHER RESOURCES

[Aperian Global](#)

[Global Meeting Time Planner](#)

Unwillingness to say "No." Most Chinese dislike using the word "no" in direct response to a request. This is tied to their politeness and their desire to avoid conflict, as well as an indirect communication style.

If you hear a "yes" in China, be sure to watch for nonverbal cues that indicate whether the affirmative answer is being said with enthusiasm or with caution. There may be extensive use of symbolic or metaphoric speech to say what cannot be said directly. This is a way to maintain a good working relationship without causing anyone to suffer a loss of face.

Saving face. Tied to the tendency for indirectness and not saying "no" is the concern for saving face. **Face is not only about preserving one's dignity, but also about preserving the dignity and reputation of others.** A person who causes another to lose face may be looked down upon. Therefore, little if any attention is called to faults or mistakes. In a business meeting with the Chinese, it is considered very disrespectful for someone to be interrupted or corrected by a more junior representative.

[SEE ALSO: Face \(Mianzi\)](#)

Silence is valued. Silence is not seen negatively. In fact, speaking too much may be seen as a sign of immaturity. If a Chinese sits in silence during a meeting, it is likely that the person is merely considering how to answer. It is best not to become impatient and interrupt them.

[SEE ALSO: Meaning of Silence](#)

Unemotive and humble. The Chinese are less emotive than are Westerners. Little emotion is displayed in public. In fact, to reveal too much emotion may be looked down upon. A show of anger, especially, may cause a loss of face.

They are also humble in their communications with others and are unlikely to promote themselves to any great extent. At times, they may even resort to self-deprecation as a means of showing humility. These words should not be taken literally, nor agreed with. Self-deprecation has traditionally been a valued trait in China and the expectation remains that most people will act in this manner.

High context communication style. Communication in China is high context, meaning a great deal of contextual information is known about the people with whom you interact and do business. Because of the culture's emphasis on long-term relationships and interdependence, it is assumed that there is a shared understanding between members of a group. Thus, there is little need to repeat information that has been built up over time.

Emphasis on nonverbal communication. Along with a high context style goes an emphasis on nonverbal communication. Since words can be manipulated, the Chinese pay attention to nonverbal cues as more accurate indicators of responses. Examples of nonverbal cues to be aware of include the following:

- Eye contact is not of thought of in the same way as in the West. In China, it is often seen as a sign of disrespect to make regular eye contact with another person.
- A frown may not be read as difficulty in understanding a statement, but as disapproval of the speaker. Therefore, if a Chinese does not understand a statement or does not know how to phrase a response, the individual may sit with a blank face rather than show a frown.

[SEE ALSO: Gestures and Body Language](#)

Key Points:


- The Chinese tend to be indirect communicators and tend to avoid saying "no"

GlobeSmart: What Would You Like To Do?

Your Profile


What would you like to do? ➔

- Select an Option
- Select an Option
- Understand Your Profile...
- Compare Your Profile...
- Invite Your Colleagues...
- Retake The Survey...

 PRINT CHART

CLICK A NAME BELOW

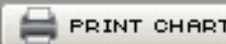


 Aperian Global

Highlight all comparisons

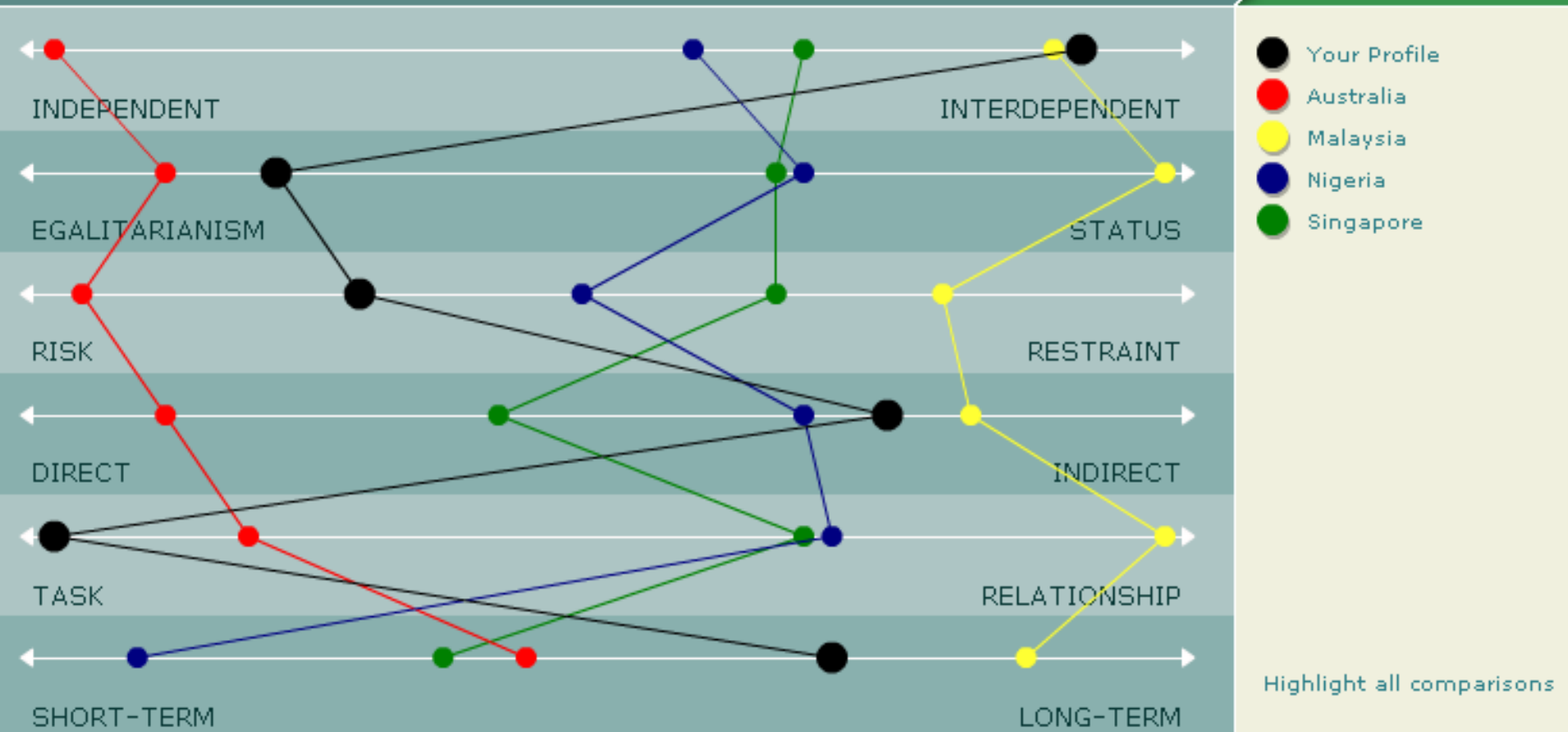
GlobeSmart: Example of Country Profile Comparisons

Profile Comparisons



Click a name at the right, then click a colored dot on any of the six Dimensions below.

CLICK A NAME BELOW



Highlight all comparisons

How to Use the GlobeSmart® Dimension Profile



YOUR GOAL!

Know the profile of you and your colleague in order to leverage similarities and bridge gaps

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



- **Independent**

- Individual initiative expected, rewarded and admired
- Independent action considered a strong competency: brainstorming

- **Interdependent**

- Group work expected, rewarded and admired
- Group harmony considered a strong competency: meeting before the meeting

GlobeSmart Dimension Video



• Independent

- Individual initiative expected, rewarded and admired
- Independent action considered a strong competency: brainstorming

Interdependent

- Group work expected, rewarded and admired
- Group harmony considered a strong competency: meeting before the meeting



Egalitarianism

- Self-directed and considered equal to everyone else in professional settings
- Work role can be flexible
- OK to challenge the opinions of people in power
- Information goes around

Status

- Important to enforce and follow hierarchical guidelines to behavior
- Each role in the hierarchy has its own code of behavior
- Status and position respected
- Information goes down



• Risk

- Demonstrate quick results
- Flexibility and initiative valued
- Speed valued more than thoroughness

Restraint

- Spend time on background research
- Establish proper processes and systems
- Take time before making a change



Direct

- Concise, concrete and to the point
- Confront difficulties openly
- OK to give and receive “constructive” feedback

Indirect

- Great attention given to how messages are expressed
- Avoid difficult topics
- Pay attention to saving face and preserving personal dignity



• Task

- After initial greetings, move quickly to task, get to know people later
- Relationships with colleagues and customers can develop quickly
- Focus on what you do for a living, your accomplishments

Relationship

- Relationship building critical to getting any job done
- Relationships with colleagues and customers develop over time, often through extended network of personal and professional relationships
- Focus on who you are and who is in your network



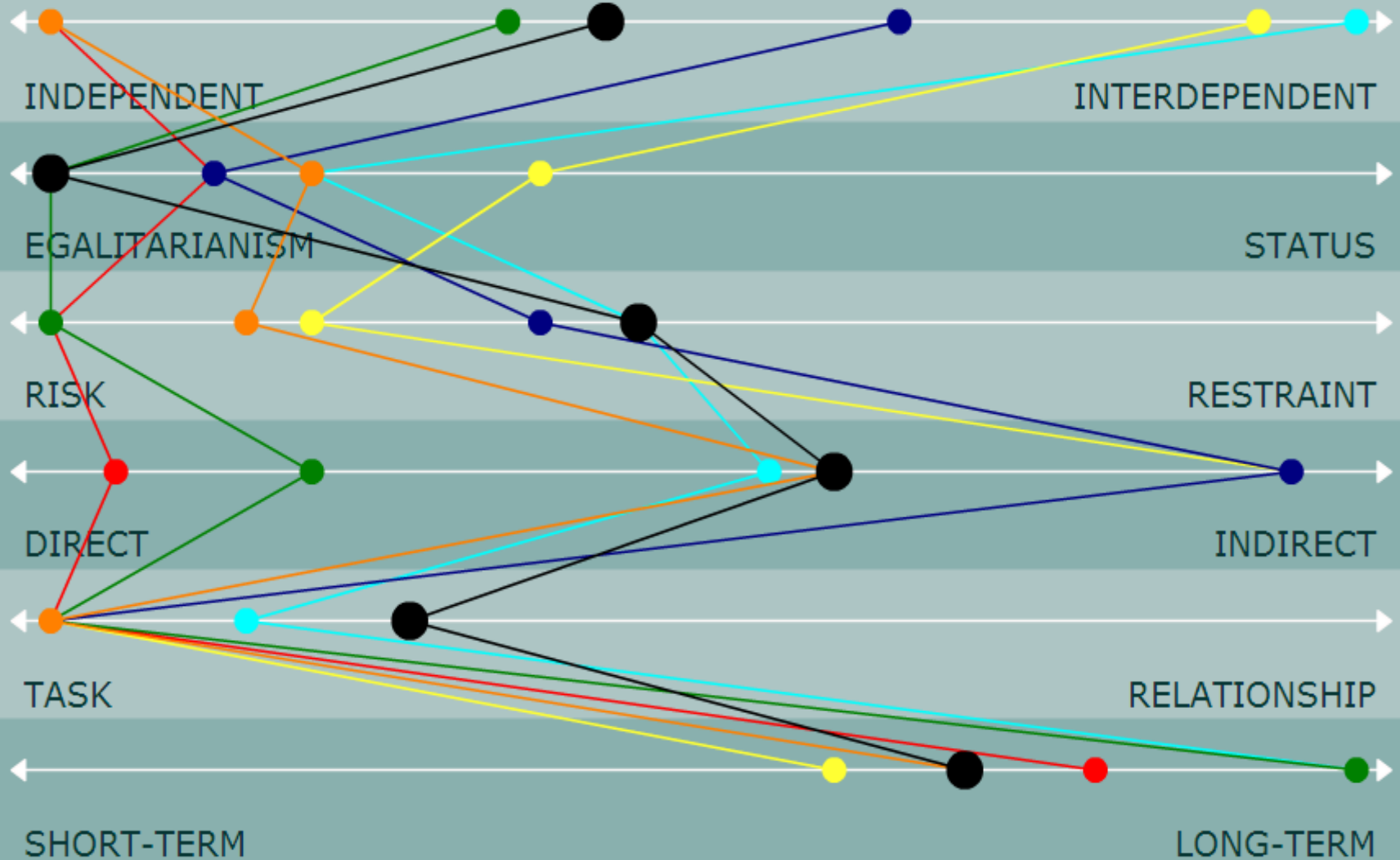
Short-Term

- Goals and reports focus on one-month and quarterly plans

Long-Term

- Goals and reports focus on one-year and long-term plans

Our GlobeSmart Participants Today



Case Study Vignettes Using Profile Comparison

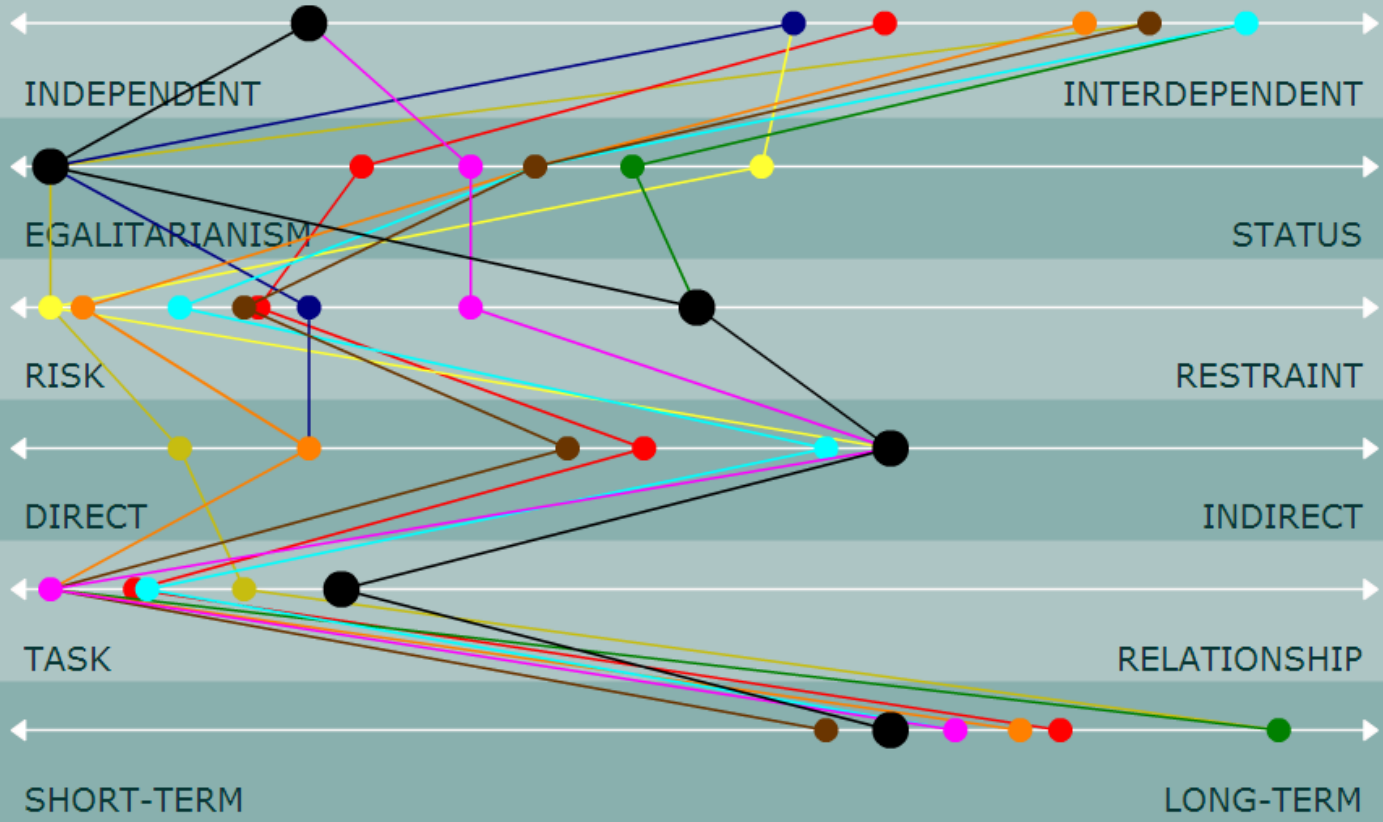
1. Virtual teams in 2 different countries
 - Brazil & Netherlands
2. Co-Located Multi-cultural Team
3. Married Couple
 - Culture Wizard
4. Colleague
 - Country Navigator
5. U.S. Corporate Internship program
 - Rwandan Interns and US Managers

Mixed Brazilian and Dutch Team

Pages: . 1 . 2 .

 PRINT CHART

CLICK A NAME BELOW



- Shelley Morrison
- Team Average Games - C
- Ronaldo
- Dario
- Ary
- Adriana
- Luiz
- Harold
- Guilherme
- Brendan

To view advice, click on a name above, then click one of the red horizontal lines that appear in the chart.

Highlight all comparisons

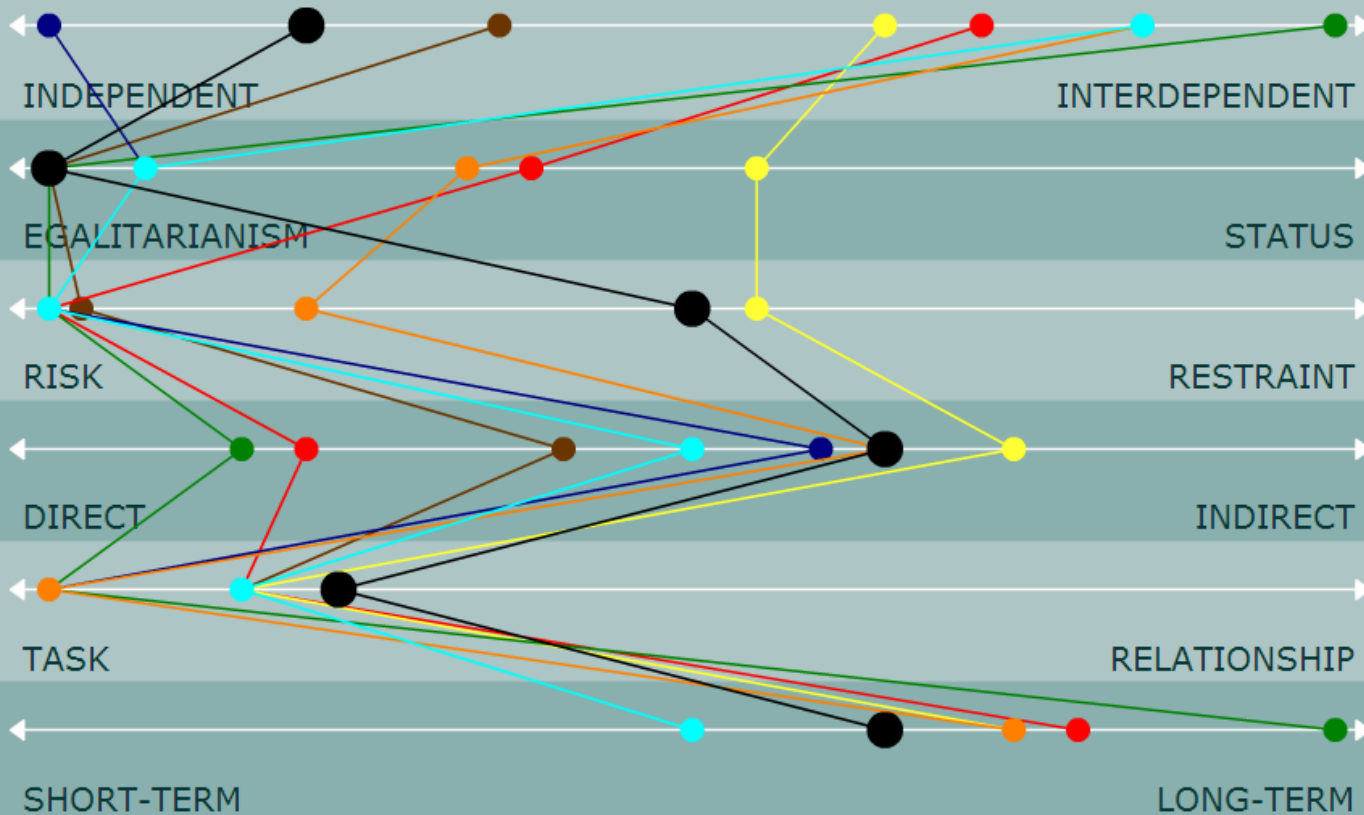
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Mixed Brazilian and Dutch Team

Pages: . 1 . 2 .

PRINT CHART

CLICK A NAME BELOW



- Shelley Morrison
- Sayuri
- Vivian
- Luciana
- Fernando
- Simone
- Danie
- Peter

To view advice, click on a name above, then click one of the red horizontal lines that appear in the chart.

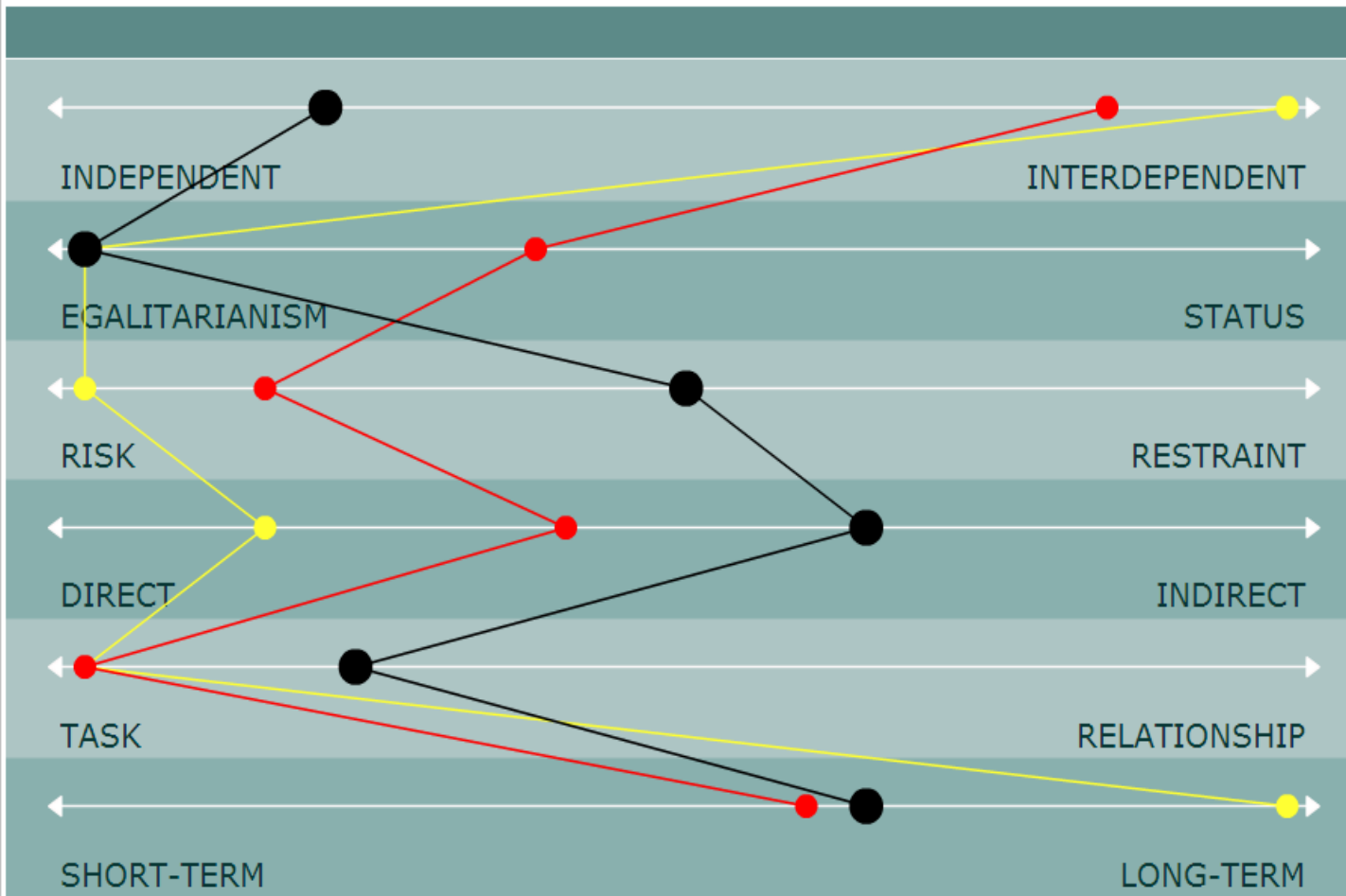
Highlight all comparisons

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Day-to-Day Working Team: Harold & Fernando

PRINT CHART

CLICK A NAME BELOW



- Shelley Morrison
- Harold
- Fernando

To view advice, click on a name above, then click one of the red horizontal lines that appear in the chart.

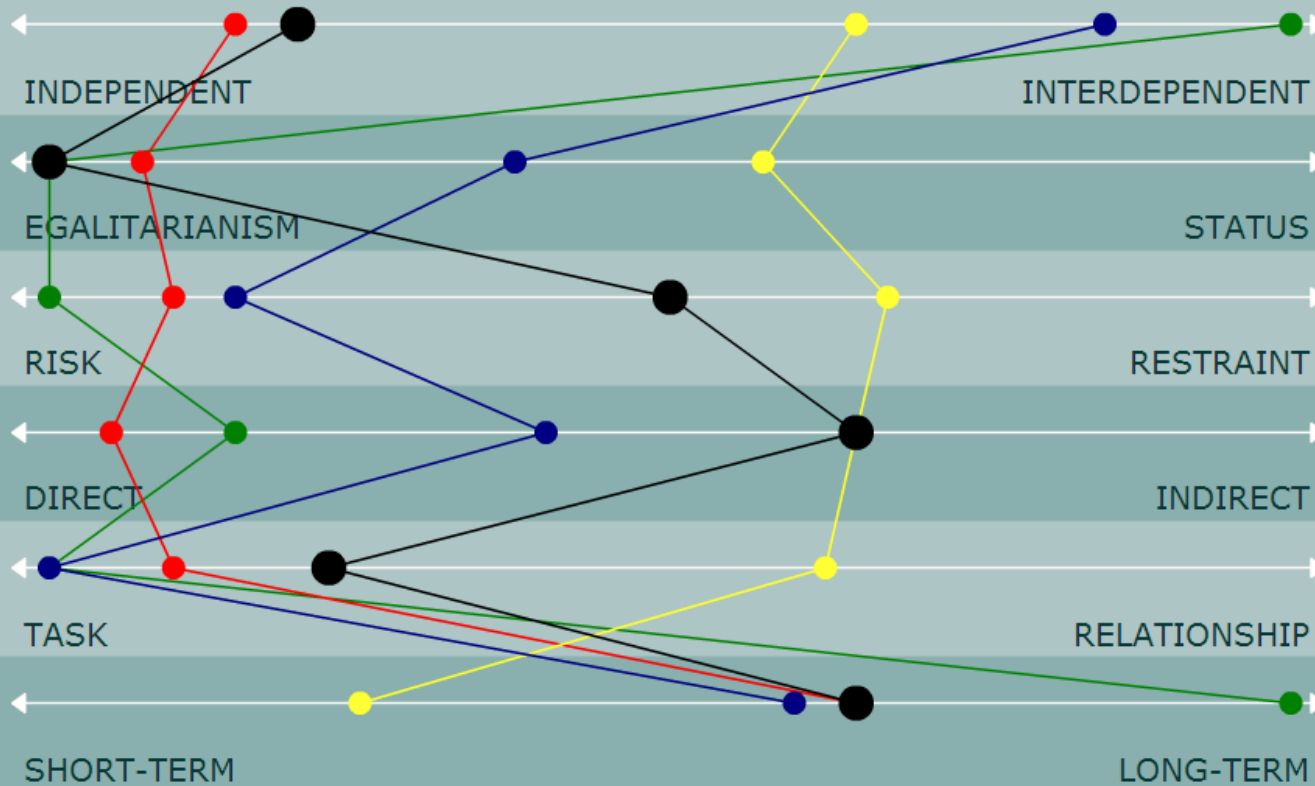
Highlight all comparisons

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Day-to-Day Working Team: Harold & Fernando Compared to Country Profile

 PRINT CHART

CLICK A NAME BELOW



To view advice, click on a name above, then click one of the red horizontal lines that appear in the chart.

Highlight all comparisons

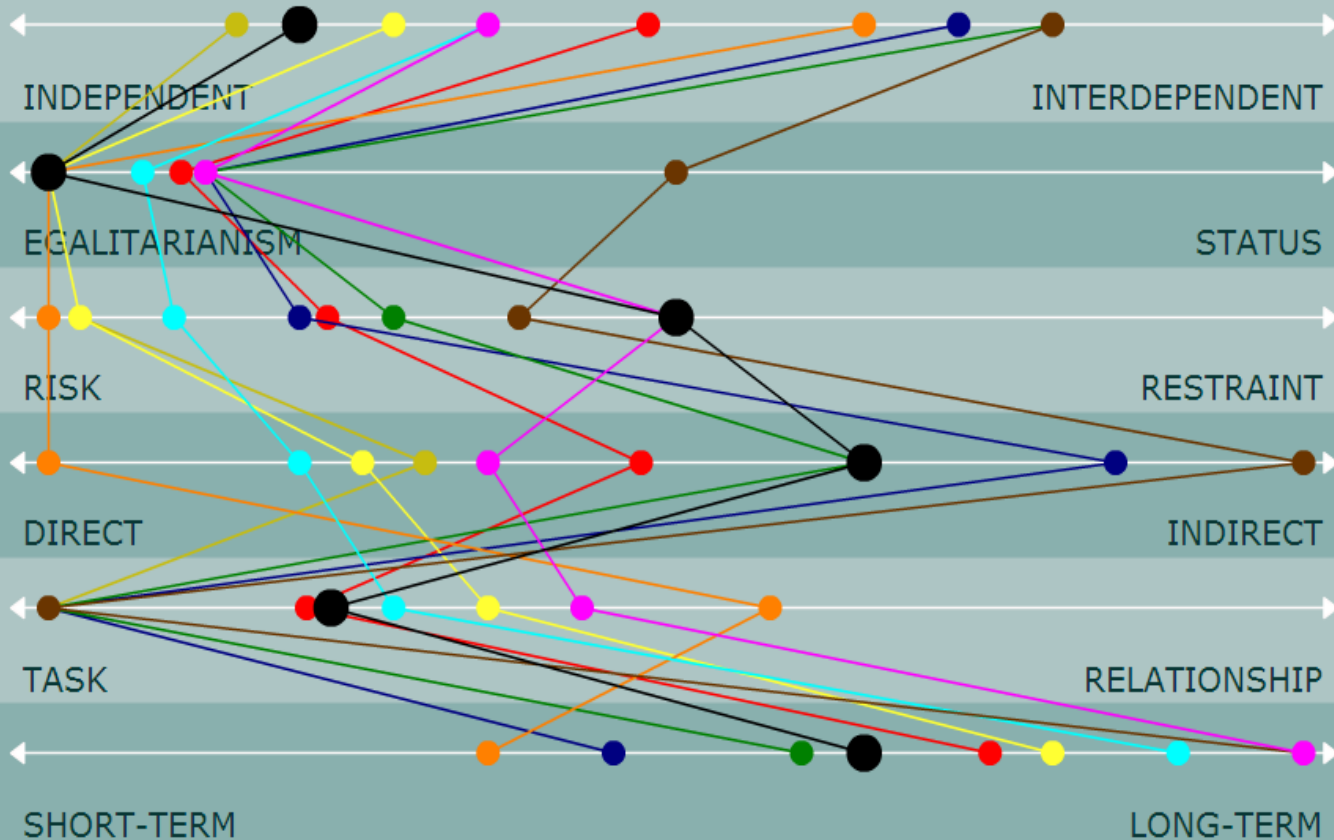
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Co-located Multi-cultural Team

Multi-Cultural Team Profile

 PRINT CHART

CLICK A NAME BELOW



- Shelley Morrison
- Team Average GMPM - TI
- Mary I
- Jennifer
- Chris
- Wendy
- Larry
- David
- Analisa
- Chris

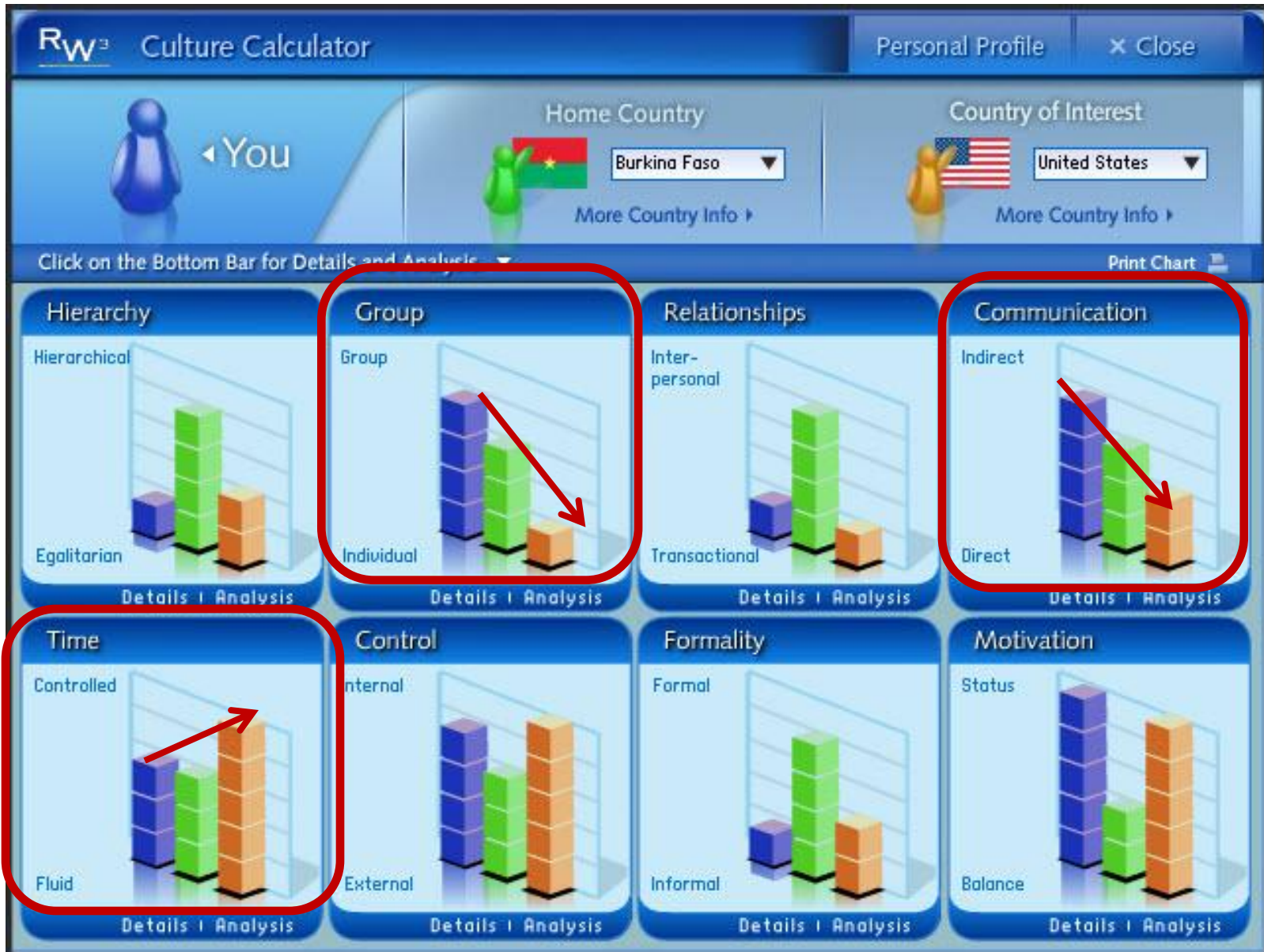
To view advice, click on a name above, then click one of the red horizontal lines that appear in the chart.

Highlight all comparisons

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Relocating Married Couple

Culture Wizard – RW3








Culture Wizard – RW3

R_W³ TeamPlace Assessment Team Overview Dimension Details

 < You

View:

[Invite Team Members](#) | [Print This Profile](#) | [Return to Login](#)

<p>Hierarchy Show Detail</p> <p>Hierarchical</p>  <p>Egalitarian</p>	<p>Group Show Detail</p> <p>Group</p>  <p>Individual</p>	<p>Relationships Show Detail</p> <p>Interpersonal</p>  <p>Transactional</p>
<p>Communication Show Detail</p> <p>Indirect</p>  <p>Direct</p>	<p>Time Show Detail</p> <p>Controlled</p>  <p>Fluid</p>	<p>Control Show Detail</p> <p>Internal</p>  <p>External</p>

Professional Colleague

Country Navigator – TMA

country navigator

tma^{world}
developing talent everywhere

my profile | country info | flight pack

Welcome Shelley Morrison | Logout

Welcome to your Country Navigator

Country Information

Choose country: or search go

Country Facts


 Even basic conversational French is better than expecting the French to speak English, although being inherently polite, they will, of course, try.

Blog Spot [+Blog archive](#)

Digging Deep
Posted At : 04 April 2011 13:41 | Posted By : Eugene Piccinini

I am a big fan of optical illusions. They hold a fascination for me and have done so ever since I was a child.

There is one in particular that I use when facilitating a number of our programmes; an optical illusion that is very familiar to many people but demonstrates a critical point when considering the impact of culture on perspectives

Last login: 12 April 2011 00:12 | View  or 

My Profile

Your most closely matched country is:

Belgium 

Your least closely matched country is:




USA 

Networks

Slide the bar up and down to zoom, then click and drag the map to move it around. [Show a larger interactive map](#)



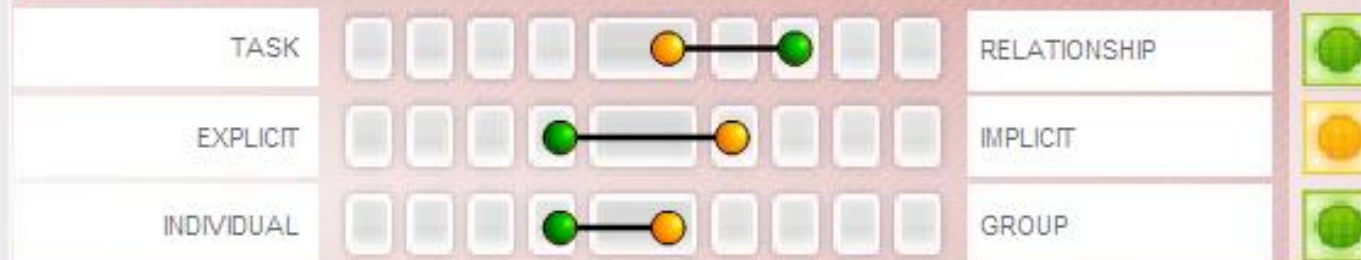
Culture Wizard – RW3

-  Maximum difference
-  Moderate difference
-  Minimal difference

Shelley Morrison - Daniel Werder

Relating - How I relate to others

Match



Regulating - How I make decisions

Match



Reasoning - How I think

Match



International Intern/Manager Orientation

Create an intercultural orientation for 4 college students from Rwanda and their U.S. managers for a 3-month internship program at a high-tech company in Seattle.

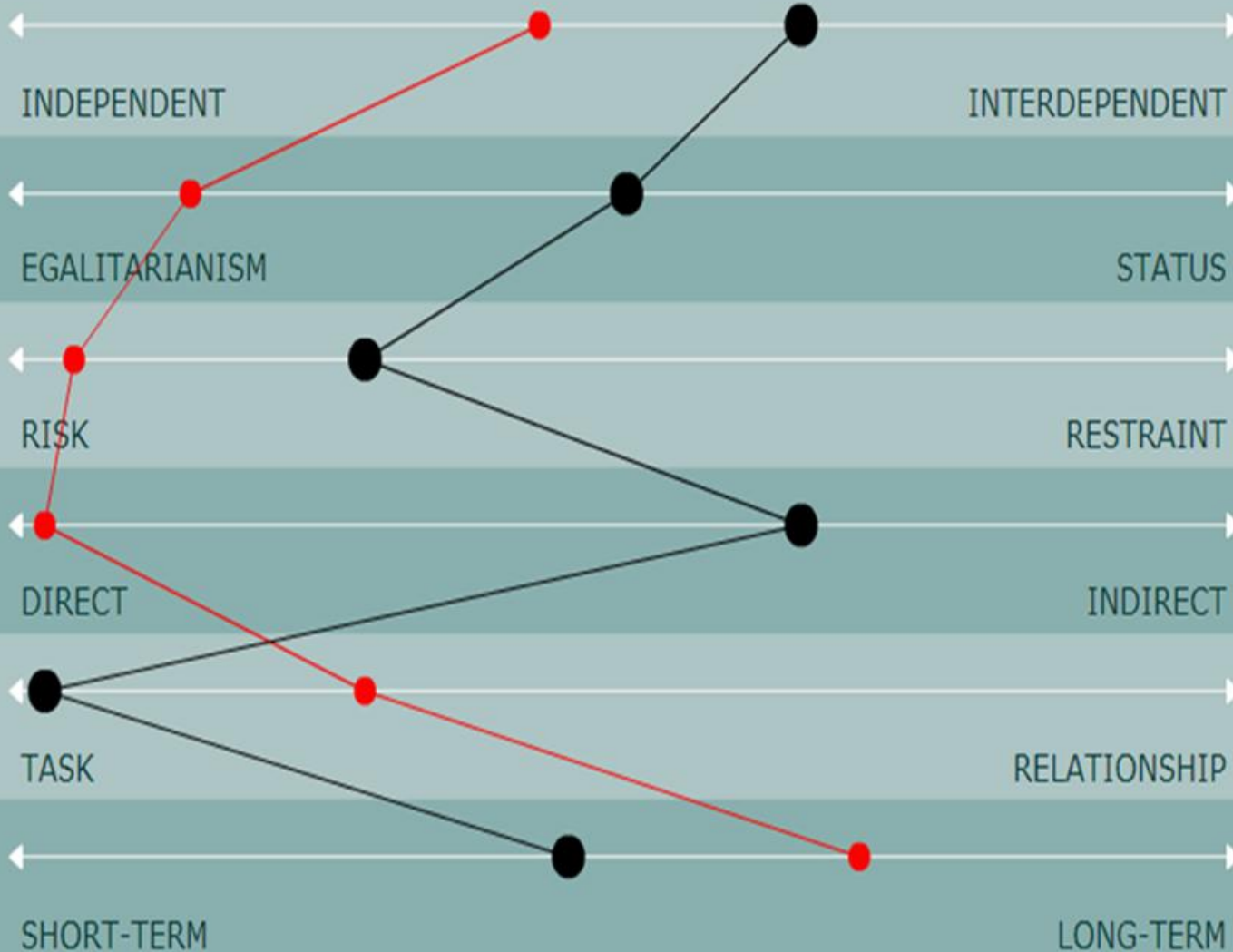
- Day-to-Day Essentials Orientation Upon
- Intercultural Orientation & for Interns – US Culture in General and Pacific Northwest/Seattle Specific
- Intercultural Orientation & Training for Managers – Rwandan/African Culture
- Professional/Work Orientation for Interns – US in General and Company Specific
- **Intern/Manager Custom Orientation using GlobeSmart**
- Ongoing Mentoring and Coaching
- Additional Classes and Training for Interns

- Interns and Managers took the GlobeSmart profile assessment.
- Compared the results of the working teams.
- Met with each intern/manager team for one-on-one coaching.
- Then lead the intern/manager team in communication style role play.

US Manager & Rwandan Intern Team B

CLICK A NAME BELOW

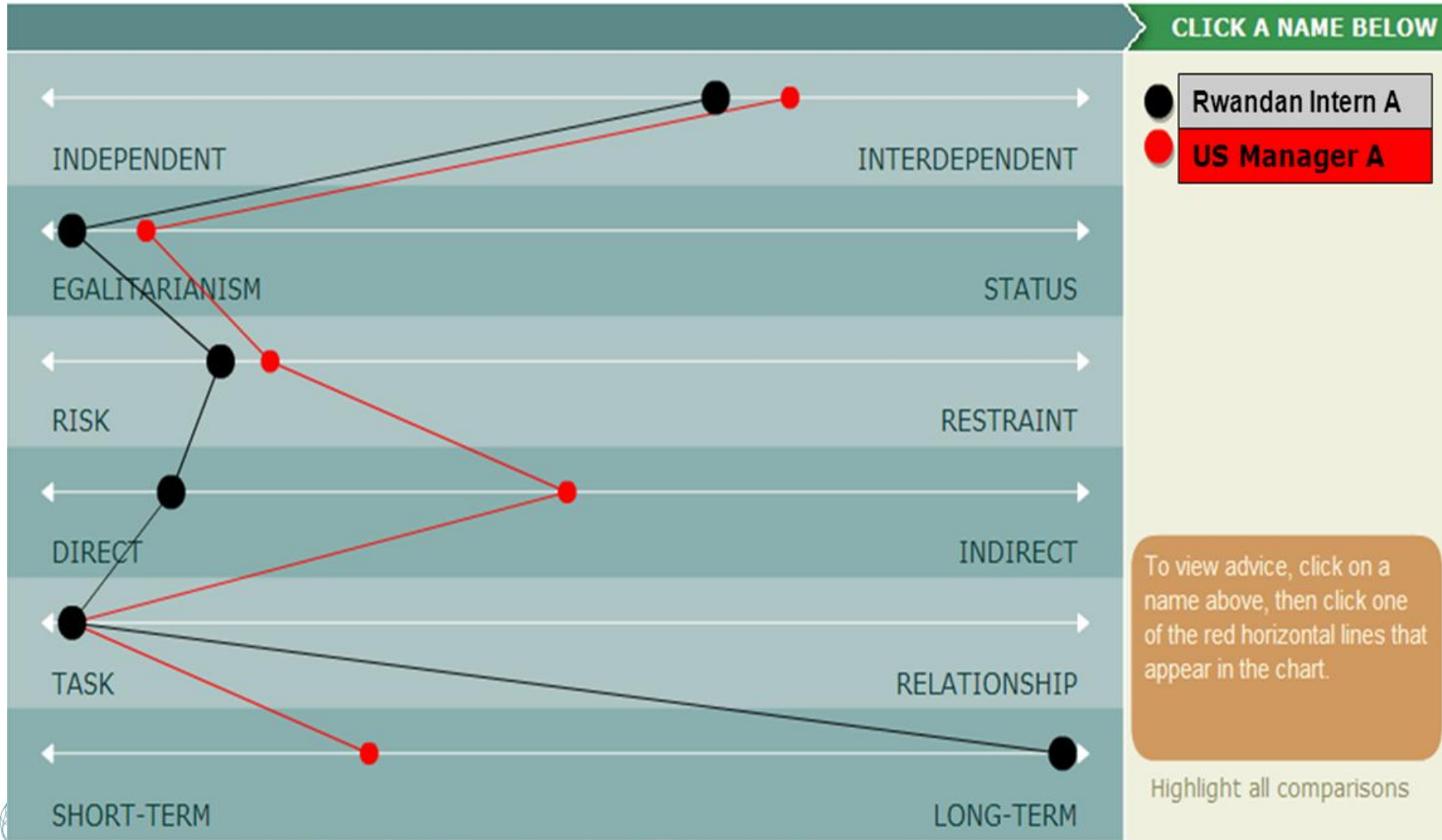
● Rwandan Intern B
● US Manager B



To view advice, click on a name above, then click one of the red horizontal lines that appear in the chart.

Highlight all comparisons

US Manager and Rwandan Intern Team A



Intern:

- “Tell your manager you don’t understand.”
- “Tell your manager that you think you have a better way to do it.”
- “Tell your manager he/she made a mistake.”
- “Tell your manager that you are unhappy.”

Manager:

- “Tell your intern they need to be on time.”
- “Tell your intern that they made a mistake.”
- “Tell your intern he/she needs to be more direct.”

“Tell your intern they need to be on time.”

U.S. Manager w/ Direct Style playing his own role:“

“Jean Baptiste, we start at 9:00 am here and I need to not just be in the building, but at your desk working by 9:00am.”

“Tell your intern they need to be on time.”

Rwandan intern w/ Indirect Style playing manager role

“ Jim, this company was founded 15 years ago with the goal of being one of the most innovative high tech companies in the world. Over that time many dedicated employees have helped the company pursue that vision.....”

(He went on for another minute.)

Passing by Kibungo = Saving Face



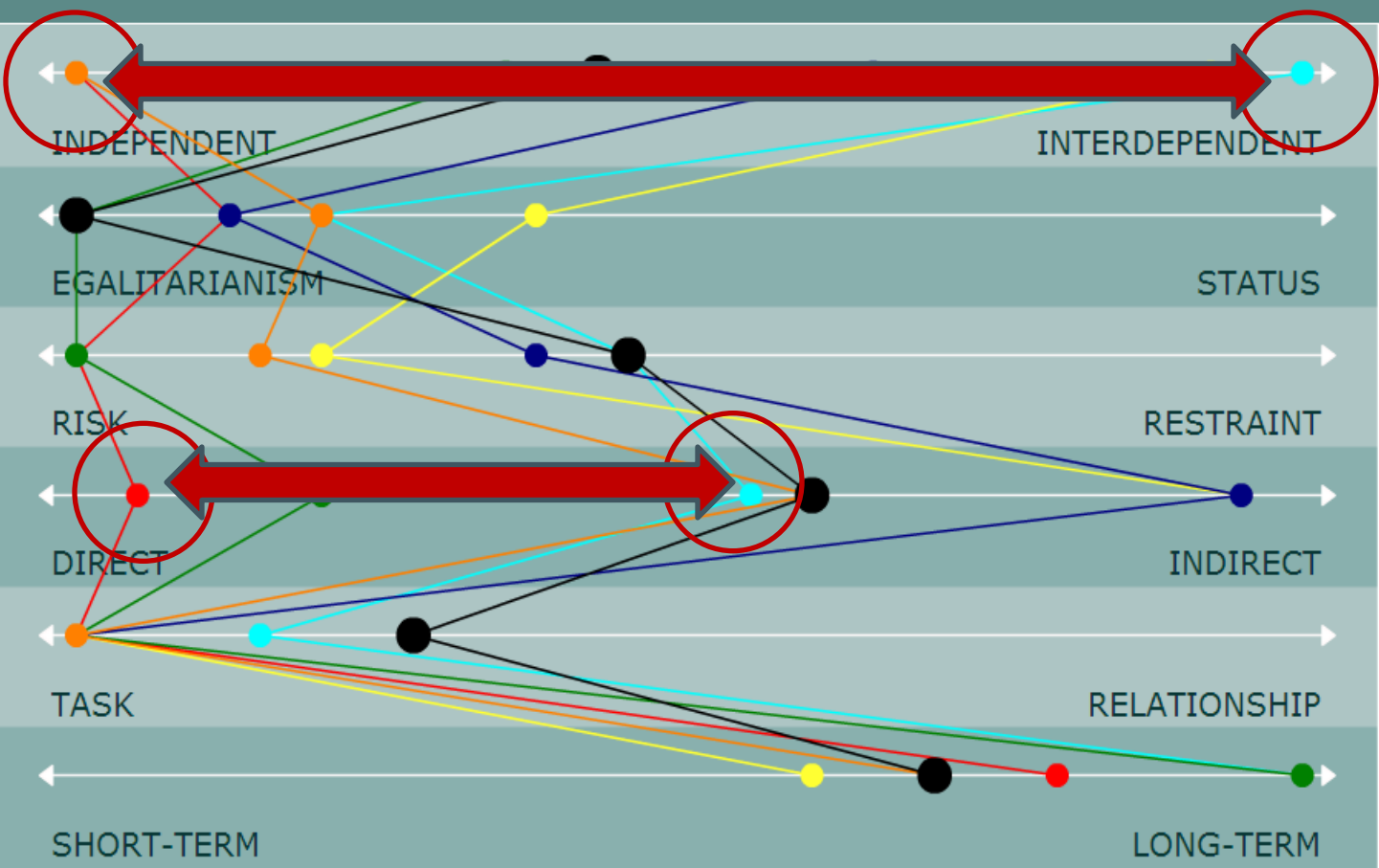
- **Intern B:** The one-on-one training with my Manager was beneficial because I came to know that he's not direct and he came to know that I am direct. The Role playing was helpful.
- **Intern C:** "The role playing was helpful to practice communicating and just knowing what to say and how to say it."

- **Manager A:** “Usually I just speak right off the top of my head. I don’t usually come in with “You’re this type of person so I need to plan on how to relay this information to you.” So I think that was great training”.
- **Manager B:** “The role playing was a really good exercise at the beginning because of the surprises from some of the answers, which helped me down the road.”

Let's Practice

Gene (Red) & Malfi (Turquoise)

CLICK A NAME BELOW



- Shelley Morrison
- Gene Edgerton
- Anna Collier
- Philippa Erlank
- Andy Reynolds
- Claudia Zysk
- mafalda arias

To view advice, click on a name above, then click one of the red horizontal lines that appear in the chart.

Highlight all comparisons

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Direct Client:

Tell your consultant that the program did not meet expectations.

Indirect Consultant:

Tell the client that in the program there was a lot of hostility displayed toward his management style.

Direct Client:

There is another company that can deliver a similar program for half the price.

Indirect Consultant:

My last invoice is 90 days past due and I had to cover a lot of direct expenses for materials.

Let's Switch Styles

Indirect Client:

Tell your consultant that the program did not meet expectations.

Direct Consultant:

Tell the client that in the program there was a lot of hostility displayed toward his management style.

Indirect Client:

There is another company that can deliver a similar program for half the price.

Direct Consultant:

My last invoice is 90 days past due and I had to cover a lot of direct expenses for materials.

Role Play De-Brief

Small Group Quiz & Discussion

Please read the situation and discuss as a group.

Try to come to some consensus on the best answers and prioritize them.

Have one of your members keep track of your answers.

India: Communicating Effectively

[BACK TO LOCALE HOME PAGE](#)

THE SITUATION:

You recently moved to India, and for the first time you are working for an Indian manager. Before moving to India, you had heard that Indians were very respectful and relationship-oriented. It was also pointed out to you that Indians tend to be indirect about raising problems and giving feedback to each other.

Yet your experience in the workplace with your manager has been completely different. Your manager seems to be extremely direct in giving you feedback and pointedly discusses problems regarding your performance. Given that your manager has extended experience living outside India and you work in the high-tech field, your initial assumption was that your manager was atypical. Your response to your manager's style has been to be equally direct about raising issues with him, both one-on-one and in group situations, much like you would do in your own country.

Unfortunately, it seems that he ignores your comments and well-intended suggestions for improvement by simply acting as though you have said nothing. Your colleagues also seem a bit uncomfortable interacting with you. You're starting to feel like you are being shut out of the activities of the group and are beginning to feel that they are not very accepting of foreigners.

What do you think is going on?

POTENTIAL ANSWERS:

Your experience is typical for people in junior positions in India. Your manager is treating you much like he would treat another subordinate, and communicating with you in a very direct fashion is appropriate and expected for someone in his position.

SELECT

Indians are sensitive to outsiders identifying problems. In the Indian context, this may be perceived as a criticism of the country and the culture as a whole.

SELECT

Your experience is typical of people working in the high-tech industry in India. There is an unpredictable mix of doing things in an "Indian" fashion and doing things in a more "Western" fashion.

SELECT

All of the above.

SELECT

Q & A

Thank you!

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