



CHARIS INTERCULTURAL
TRAINING

Business Solutions Across Cultures



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Getting things DONE !!

How to Lead Breakthroughs across Borders



Charis Intercultural Training

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Charis Intercultural Training



Commitment	20+ years in global training, consulting, coaching
Clients	Software, semiconductor, computer, biotech
Quality	90% and higher ratings, 14,000+ trainees
Global Reach	25 Charis Associates in 7 countries
Key Competencies	<ul style="list-style-type: none">• Assessments + Customized Training for Global Audience• Working with Japan, India, China, US, Germany...Series• Trust in Teams, Managing Global Teams



Context

1 Leadership, and Challenges in Global Teams

2 Trust – Impact on Business

“Lack of trust can undermine every other precaution taken to ensure successful virtual work arrangements.”

- Wayne Cascio, Academy of Management Executive

Action - Handout

3 Building Trust in 10 Criteria

4 Action Plan for Breakthroughs across Borders

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Leadership Challenges in Global Teams

- Distinguishing Leadership
- Challenges





Management and Leadership

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Management is about:

- Planning and Budgeting
- Organizing and Staffing
- Controlling, Problem solving

Produces a degree of **predictability and order**, and has the potential of consistently producing key results expected by various stakeholders (e.g. for customers, always being on time; for stockholders always being on budget)

Leadership is about:

- Establishing Direction
- Aligning People
- Motivating and Inspiring

Produces **change**, often to a dramatic degree, and has the potential of producing extremely useful change (e.g. new products that customers want, new approaches to labour relations that help make the firm more competitive)

How can Leaders Meet these Global Team Challenges?

- **Establishing Direction**
- **Aligning People**
- **Motivating and Inspiring**



Trust

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Trust – Impact on Business

- How to Define Trust?
- Effect of Culture on Trust
- How High and Low Trust Impacts Business



Definition of Trust

- Risk
- Vulnerability
- Decisions
- Smart Trust
- Cultural Factors

“Trust is the personal **risk** I take in expecting the people I depend on will act in a positive way toward me, especially if I cannot control the result of their actions.”



Cultural Differences

Low Context	High Context
<ul style="list-style-type: none"> • Priority = truth 	<ul style="list-style-type: none"> • Priority = harmony
<ul style="list-style-type: none"> • Value independence, individuality 	<ul style="list-style-type: none"> • Value interdependence, group
<ul style="list-style-type: none"> • Egalitarian 	<ul style="list-style-type: none"> • Hierarchical status
<ul style="list-style-type: none"> • Compartmentalization: separation of work from personal life 	<ul style="list-style-type: none"> • Holistic: everything, including work and personal life, is interconnected
<ul style="list-style-type: none"> • Results oriented 	<ul style="list-style-type: none"> • Process oriented
<ul style="list-style-type: none"> • Communication is explicit, direct: verbal or written 	<ul style="list-style-type: none"> • Communication is implicit; often non-verbal
<ul style="list-style-type: none"> • Time is tangible, limited 	<ul style="list-style-type: none"> • Time can be abundant, fluid



Source: Edward T. Hall



Establishing Trust Across Cultures



Low Context	High Context
<ul style="list-style-type: none">• Thorough credentials, track record of successful achievements (individual)	<ul style="list-style-type: none">• Introductions from insiders• Reputation, status, and achievements
<ul style="list-style-type: none">• Follow the rules (procedure, policy, deadlines)	<ul style="list-style-type: none">• Mix social with work (gifts, dining, excursions, calls); build relationship
<ul style="list-style-type: none">• Provide data, ROI, results, impact	<ul style="list-style-type: none">• Be enjoyable, offer network of contacts, build compatibility for long term
<ul style="list-style-type: none">• Manage by empowering (goals + resources, but not step by step process)	<ul style="list-style-type: none">• Supervise each step closely, lead by example





The Cultural Spectrum

Swiss

Finland

Australia

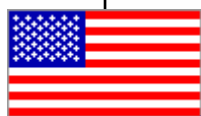
Kenya

India



Low

High



Germany

USA

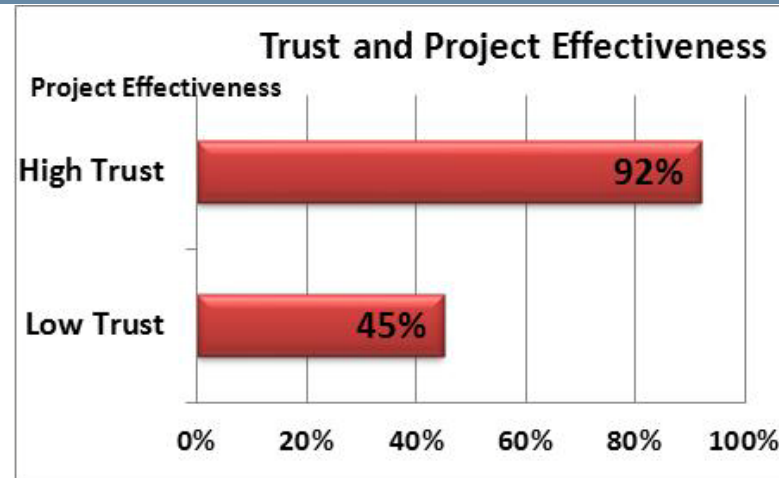
Venezuela

Italy

Japan



Business Impact – Global Project Teams

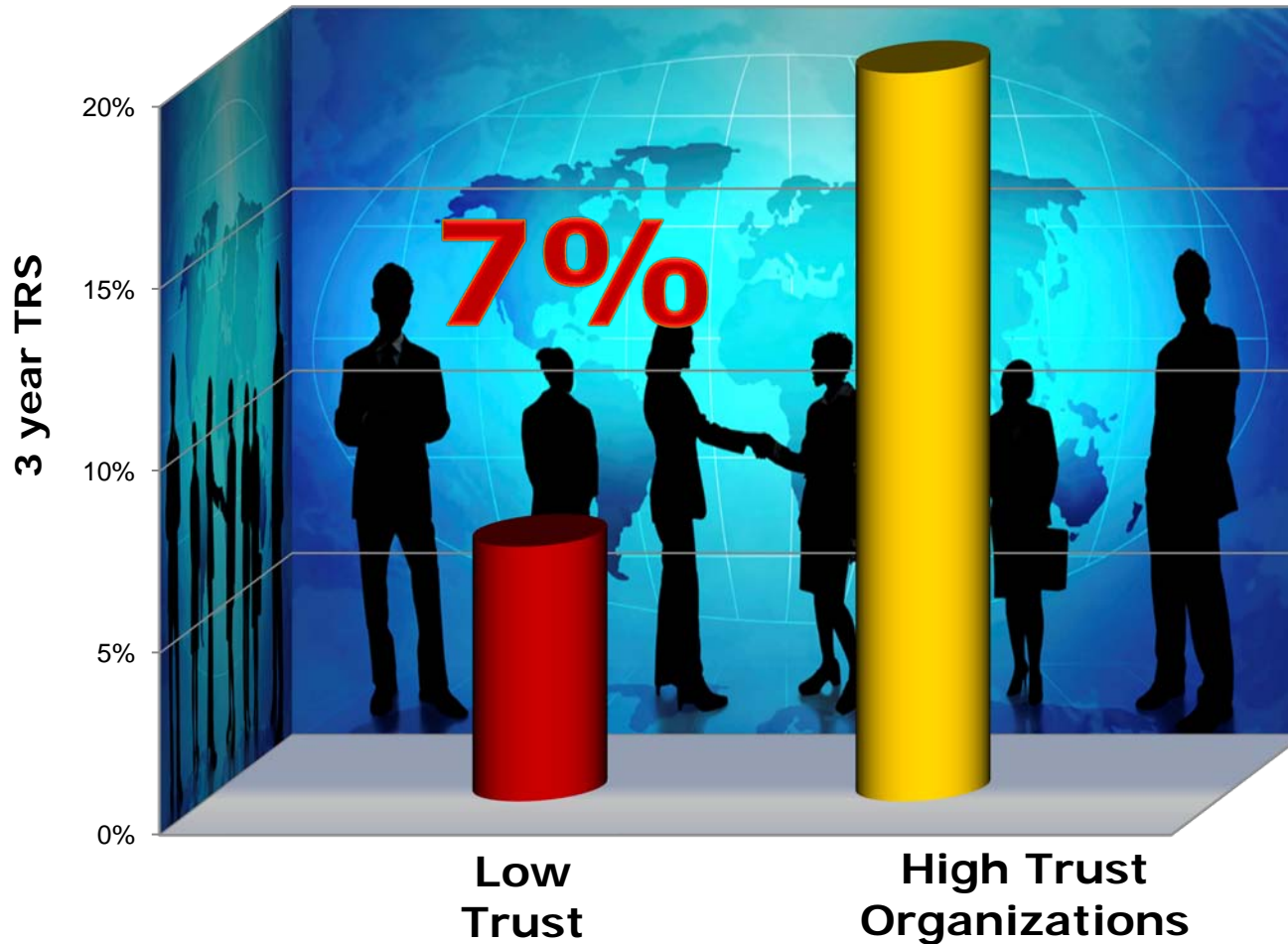


- Speed
- Knowledge transfer
- Attract and retain talent with high morale
- Initiative, risk-taking
- Collaboration vs. adversity
- Influence vs. command + control



Trust and ROI

20%



Total Return to Shareholders (TRS) in high trust organizations is almost three times higher than the return in low trust organizations.

That's a difference of nearly 300%!

Source: WorkUSA® 2002
A Study of Employee Attitudes and Opinions by Watson Wyatt

Trust and the Bottom Line

High Trust = Top Financial Performers

- **Great Corporate Cultures, including Trust**

McKinsey Study - 230 global companies, 2007

Low Trust – COST \$64 Billion annually

- **Turnover, due to Unfairness**

Corporate Leavers Study, 2007

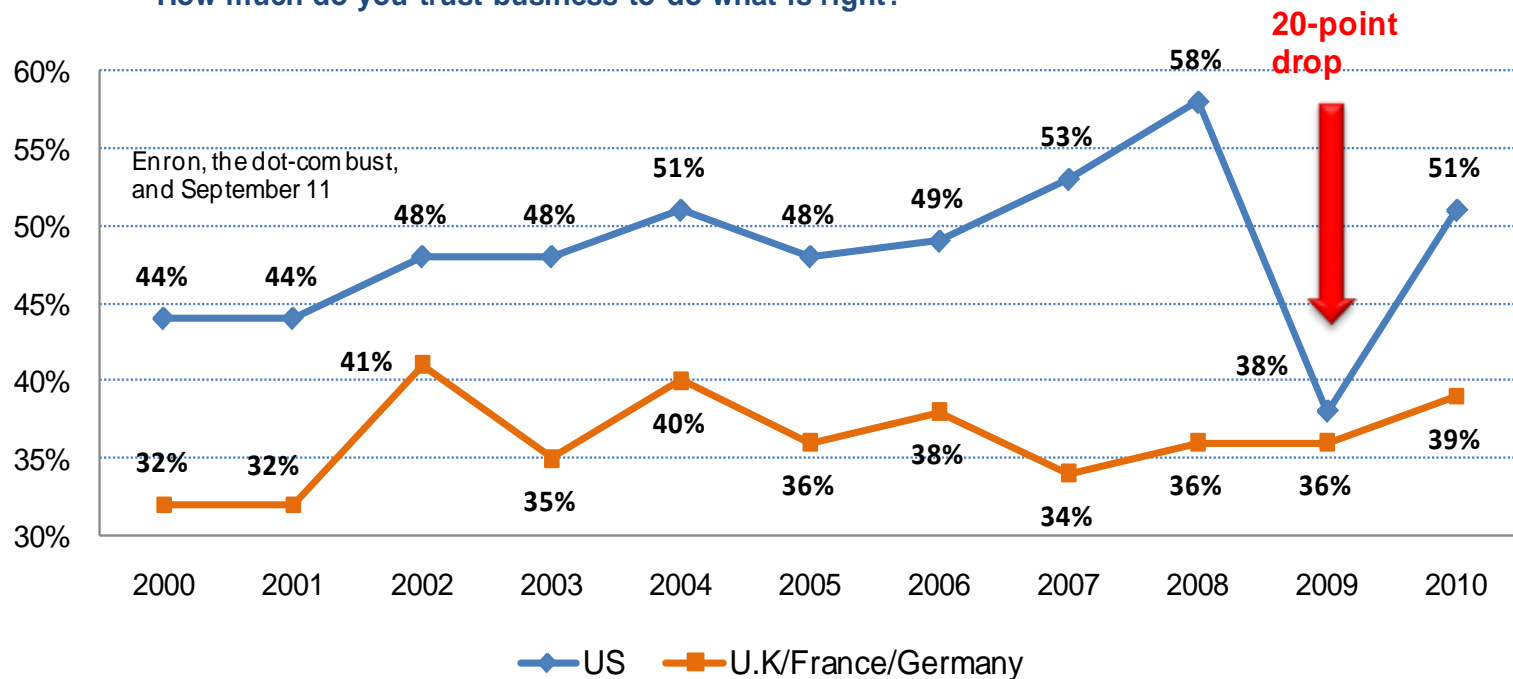


Public's Trust in Business – Your Brand

In U.S., trust in business at lowest level, including post-Enron;

Now on par with U.K./France/Germany

How much do you trust business to do what is right?

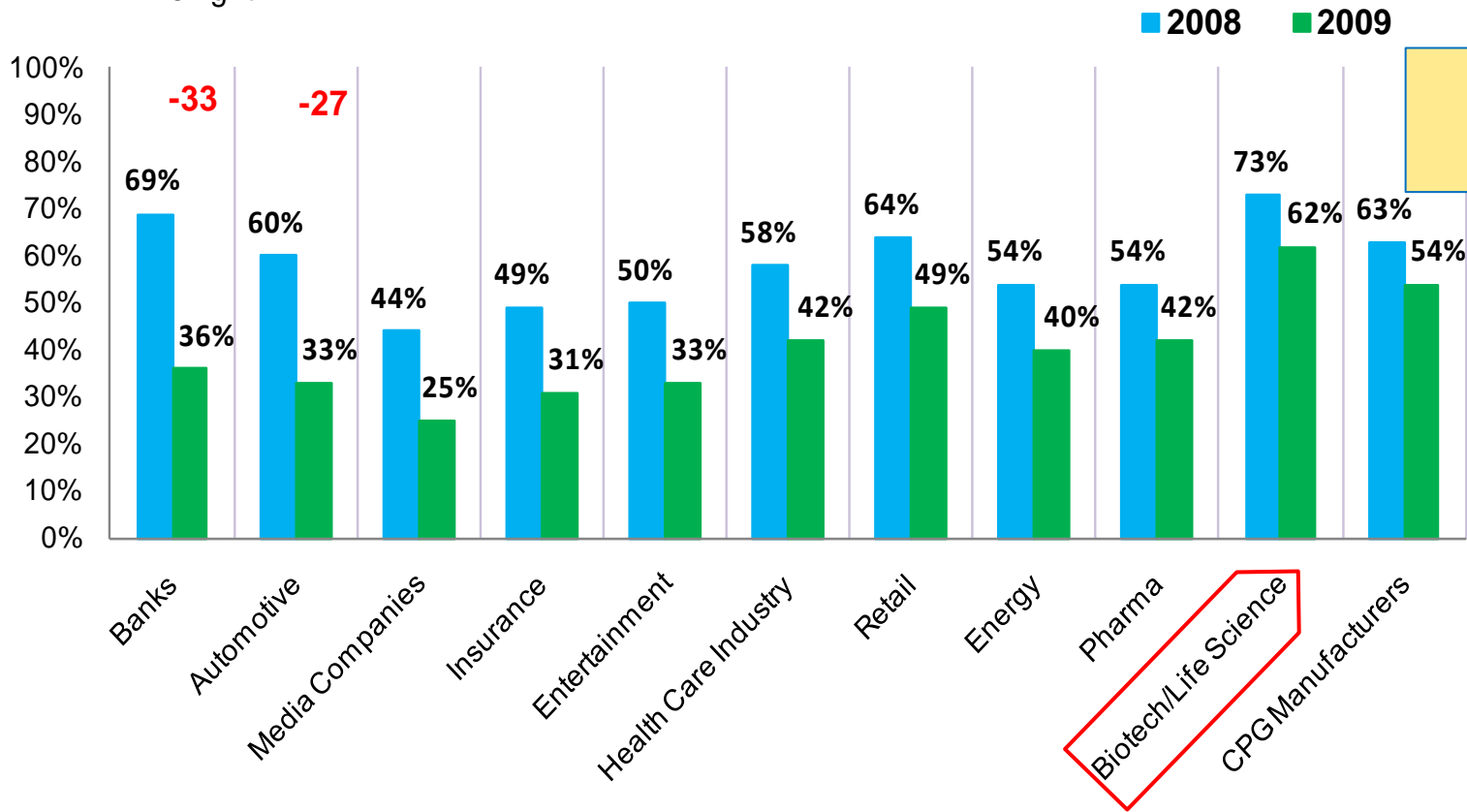


Edelman Trust Barometer, 2008-2010

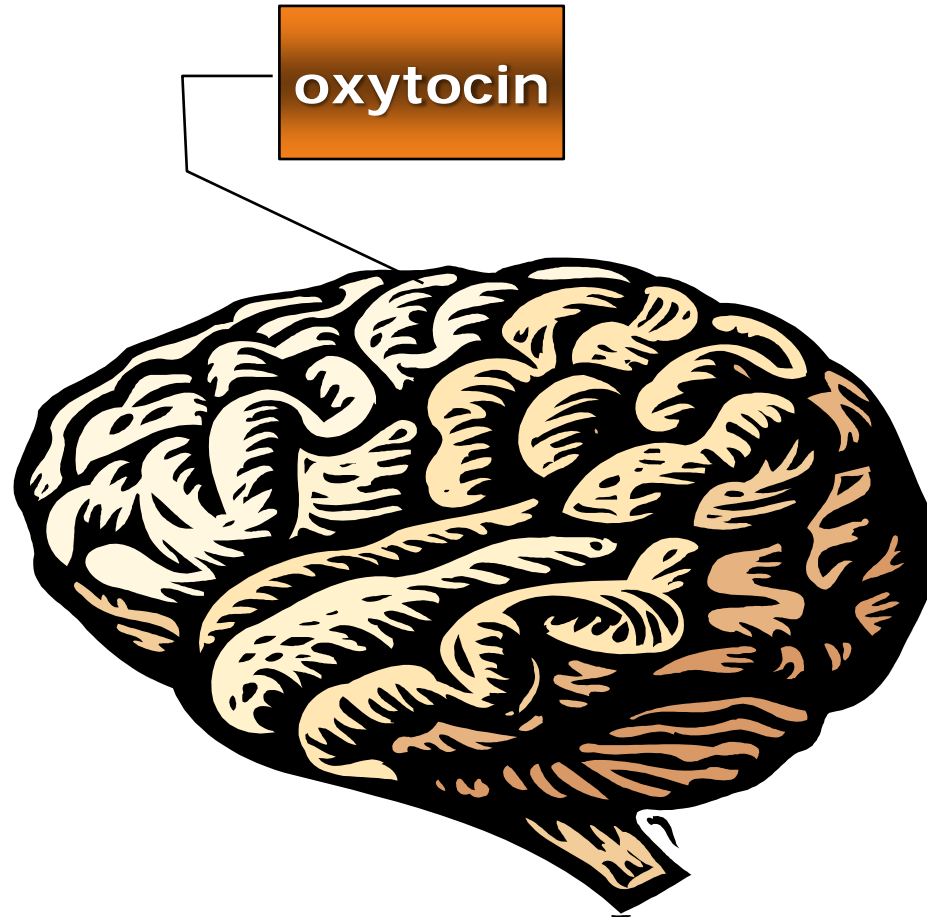
Industries – Your Brand

In U.S., trust in every industry declines

How much do you trust businesses in each of the following industries to do what is right?



Trust links to Higher Thinking



Higher Thinking

critical analysis

logic

creative thinking

verbal ability

Rate the Business Case for Trust



Why should your organization invest in trust-building?

1. Project Effectiveness, Virtual Team Performance (results)
2. Adding Value, Avoiding Costs (\$\$\$)
3. Public's Trust in our Company (brand)
4. Higher Thinking (creativity, complexity, risk-taking)
5. Increased Hiring, Retention (talent, morale)
6. ALL OF THE ABOVE

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Building Trust in 10 Criteria

- Meet the *10 Trust Criteria*
- Measuring Trust in the Team



10 Trust Criteria

1. **Competence** - *will not let me down*



2. **Compatibility** – *share in common*



3. **Goodwill** – *care or concern*



4. **Integrity** – *do what you say*



5. **Predictability** – *consistent*



6. **Well-being** – *nothing to fear*



7. **Inclusion** – *included work and social*



8. **Open with information**



9. **Accessibility** – *emotions*



10. **Reciprocal** – *trust me*

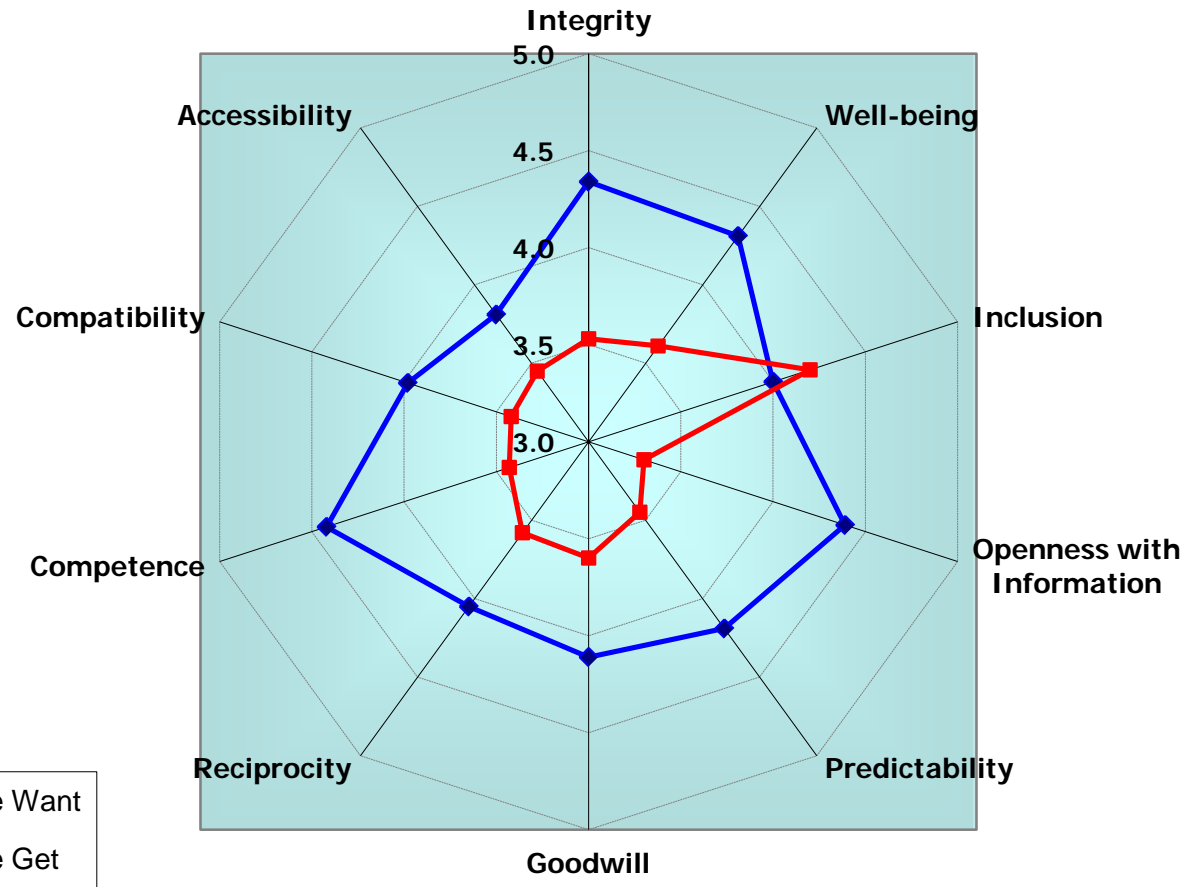


Measuring Trust: "Want" - "Get" = Gap

International Team Trust Inventory

**SAMPLE ITTI
DATA**

Team Alpha - Trust Criteria (Want and Get)



How will *TRUST GAPS* affect these areas of Leadership?

- **Establishing Direction**
- **Aligning People**
- **Motivating and Inspiring**

“Lack of trust can undermine every other precaution taken to ensure successful virtual work arrangements.”

- Wayne Cascio, Academy of Management Executive

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Action Plan for Breakthroughs across Borders



Sample Action Plan



Trust Criteria	My Trust-building Actions to lead my global team	Change I expect to see in my team
1 Competence	[Israelis] Be direct, prepare to debate, give lots of data, challenge them back	They will challenge me 2 – 3 times, then accept my position.
2 Integrity	[Chinese] Build my reputation, get an intro of my team role from my manager, and fulfill my goal 100%.	Chinese will request to work with me, want me on their team, ask me to represent them in US meetings.
3 Open w. Info	[U.S.] After asking for input to a decision, let them know what will be done with their suggestion.	Good buy-in to my decisions, less resistance, and quick implementation.

Action Plan

Trust Criteria	My Trust-building Actions to lead my global team	Change I expect to see in my team
1 Competence		
2 Integrity		
3 Openness with Info		



What We Learn when Measuring Trust

- Most “**Want**” are higher than “**Get**”
- “**Get**” (experiences of trust) had bigger variation (SD) than “Want”
- **Top 3 Gaps** we *need to address!*
- **Bottom Gaps** show common ground (**strength**)
- **Benchmark:** Compare our team to others



Trust can Lead to Breakthroughs *across Borders*

