Executive Coaching
Across Cultures
Introduction

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Structure of this Session
What do we mean when we say Executive Coaching across cultures?
Differences between Executive Coaching and Corporate Coaching

Ability to have conversations beyond the obvious. These may include global issues, philosophical items, sociological issues or business issues of the day and in the future.
Differences between Executive Coaching and Corporate Coaching

Executive coaches are comfortable coaching around complex issues and international agendas.
Differences between Executive Coaching and Corporate Coaching

Ability to be a risk taker by challenging individual at high levels (sometimes they speak the truth where no one else will?).
Differences between Executive Coaching and Corporate Coaching

Ability to be a confident with whom executives can share all sides of themselves; Their hopes as well as their fears, their egotistical desires as well as their social needs, their dream for themselves as well as for their organisation.
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‘Leading Coaching Excellence – How to do it’

AUSTRALIAN POPULATION (2007)

- 21 million people
- One quarter (5.3 million people) born overseas.
- Immigrants born in North-West Europe in decline, 8.2% (1997) to 7.3% (2007).
Language Spoken At Home

Between 2001 – 2006 census (as a proportion of population)

Reduction
English only
Greek
Italian

Increase
Arabic
Mandarin
Skilled Migrant Program (2006-07)

• 97,920 people (increase of 0.6% on 2005-06).

The Skill Stream made up 66.1% of the total program.

• Main countries of citizenship
  • United Kingdom (UK),
  • India,
  • Peoples Republic of China (PRC),
  • South Africa
  • Malaysia.
Cross Cultural Implications Of Assessment

- Cultural barriers to communication.
- Interpretation of behaviour.
- Areas of misunderstanding.
- Awareness of psychologist’s own cultural biases.
- Identifying features of culture shock.
Human Relationships - Five Dimensions of how we relate to other people

Universalism versus particularism

Societal versus personal obligation

Rules versus relationships

Individualism versus collectivism

Personal versus group goals

Riding The Waves of Culture: Understanding Diversity in Global Business by Fons Trompenaars, 1994

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Human Relationships - Five Dimensions of how we relate to other people

Neutral versus Affective Relationships

*motional involvement in relationships

The range of feelings expressed

Specific versus Diffuse Relationships

Riding The Waves of Culture: Understanding Diversity in Global Business by Fons Trompenaars, 1994
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Human Relationships - Five Dimensions of how we relate to other people

Achievement versus Ascription

– Legitiisation of power / status
– How status is accorded

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Managing Across Cultures:
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PEOPLE MANAGEMENT SOLUTIONS
Creating a climate for growth

Managing Across Cultures;
Understanding Diversity in Global Business by
Fons Trompenaars, 1994

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<th>Country</th>
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The Australian Psychological Society
INTEREST GROUP IN COACHING PSYCHOLOGY
Managing Across Cultures; Understanding Diversity in Global Business by Fons Trompenaars, 1994
Managing Across Cultures;
Understanding Diversity in Global Business by
Fons Trompenaars, 1994

% who would not help paint the house

| Specific versus Diffuse | China | Indonesia | Kuwait | Nigeria | Singapore | Malaysia | Austria | Hong Kong | Mexico | Spain | Egypt | India | Poland | Japan | Italy | Hungary | Belgium | Denmark | Russia | USA | West Germany | Sweden | United Kingdom | Netherlands | Australia |
|------------------------|------|-----------|-------|--------|----------|----------|---------|----------|--------|-------|-------|-------|-------|-------|-------|---------|---------|--------|-------|--------|-------|---------|--------|----------|
|                        | 28   | 48        | 50    | 56     | 56       | 64       | 66      | 66       | 70     | 71    | 72    | 76    | 77    | 81    | 83    | 84      | 87      | 88     | 88     | 89    | 89      | 92     | 92       | 93     | 96       |
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The Iceberg Of Culture

- Behaviours
- Customs
- Language
- Habits
- Dress
- Traditions
- Personality Styles
- Perceptions
- Space Orientation
- Beliefs
- Time Orientation
- Expectations
- Learning Styles
- Roles
- Values
- Rules
- Thought Processes
- Norms
- Space Orientation
- Personalities

*Usually out of our own and others’ awareness

*Observable

*May or not be obvious

Appearance

People Management Solutions

Creating a climate for growth
Comparing Cultural Norms and Values

Aspects of Culture;

• Sense of self and space

• Communication and language

• Dress and appearance

• Food and eating habits

• Time and time consciousness
Comparing Cultural Norms and Values

Aspects of Culture;

• Relationships, family, friends
• Values and norms
• Beliefs and attitudes
• Mental processes and learning style
• Work habits and practices
Exercise One
Comparing Cultural Norms and Values

Aspects of Culture;

- Sense of self and space
- Communication and language
- Dress and appearance
- Food and eating habits
- Time and time consciousness
- Relationships, family, friends
- Values and norms
- Beliefs and attitudes
- Mental processes and learning style
- Work habits and practices
How does this impact upon coaching?
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Case Examples - Handouts
Ten tips for Cross Cultural Executive Coaching
Resources - Handouts
Summary
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